SPECIAL CITY COUNCIL

Wednesday, November 27, 2019, 5:30 p.m.
Council Chambers, 2nd Floor, City Hall

1. CALL TO ORDER

2. MOTION TO GO INTO THE COMMITTEE OF THE WHOLE

a. City of Moose Jaw 2020 Budgets, CC-2019-0236

b. Solid Waste Utility – Material Crushing and Recycling, CC-2019-0241, CC-2019-0241

c. Urban Forestry Program, CC-2019-0228

d. Economic Development Initiatives, CC-2019-0242

e. Parks and Recreation Department Capital Budget Shortfall, CC-2019-0243

f. Slumping Strategy, CC-2019-0251, CC-2019-0251

g. WW16 BPWTP Transmission Line - Phase II Fluoridation System and Northeast Reservoir Influent, CC-2019-0250, CC-2019-0250

h. 2020 Investment Portfolio Drawdown, CC-2019-0245

i. Referred Matter: Moose Jaw Board of Police Commissioners & Moose Jaw Police Service 2020 Budget Submission, CC-2019-0234

j. Referred Matter: Moose Jaw Public Library 2020 Operating Budget Estimates, CC-2019-0221

k. Referred Matter: Third-Party Funding Group Presentations, CC-2019-0248

l. Referred Matter: Options for the Introduction of an Infrastructure Levy, EC-2019-0141

m. Referred Matter: Recycling Collection Contract Renewal, CC-2019-0154

3. ADOPTION OF THE REPORT OF THE COMMITTEE OF THE WHOLE

4. ADJOURNMENT

The next Special Meeting of City Council is scheduled for December 4, 2019.

City of
Moose Jaw

COMMUNICATION # CC-2019-0236

TITLE: **City of Moose Jaw 2020 Budgets**

TO: **City Council**

FROM: **City Manager**

DATE: **November 12, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

1. THAT the 2020 Operating Budget be approved; and

   THAT the 2020 – 2024 Capital and Equipment Reserve Budgets be approved; and

   THAT City Administration be authorized to tender and award the Capital and Equipment purchases set forth in year 2020 of the 2020 – 2024 Capital and Equipment Reserve Budgets subject to the limitations set forth in:

   a) The City's Purchasing Policy; and
   b) The City Administration Bylaw; and

   THAT a mill rate increase of 2.02% which will generate an additional $595,289 for the City's Operating and Capital Budgets be approved; and further

   THAT 1% of the mill rate increase be directed to the General Capital Reserve portion of the Capital Budget for funding of Parks, Recreational and Facilities capital projects on an ongoing basis.

2. THAT an additional $1.3 million in land development proceeds be allocated to the General Capital Reserve portion of the Capital Budget in 2020.

3. THAT Waterworks Utility rates be increased 6% effective February 1, 2020.

4. THAT Sanitary Sewer Utility rates be increased 5% effective February 1, 2020.

5. THAT Capital Project WW-9 Feeder Lines be designated as the City of Moose Jaw's 2020 Municipal Gas Tax Funded program.

TOPIC AND PURPOSE

The purpose of this report is to present City Council with the Operating, Capital and Equipment Reserve Budgets for 2020.

BACKGROUND

Annually the City of Moose Jaw develops an Operating and Capital Budget as required by *The Cities Act*. The section of the *Act* reads as follows:

> "Adoption of budget
>
> 128(1) A council shall adopt an operating and capital budget for each financial year.
>
> (2) No council shall pass a property tax bylaw with respect to a financial year unless it has adopted the operating and capital budget for that year."

The contents of the Capital Budget are outlined in the *Act* under Section 130 as follows:

> "A capital budget is required to include the estimated amount of each of the following for a financial year:
>
> (a) the amount needed to acquire, construct, remove or improve capital property;
>
> (b) the anticipated sources and amounts of money to pay the costs described in clause (a)."

The Cities Act requires the preparation of only a one-year Capital Plan; however, it has been the City of Moose Jaw's practice to prepare a five-year plan.

Also included with this year's budgets is the Equipment Reserve Budget which provides for necessary equipment replacement and establishes equipment contributions and rental rates.

The City of Moose Jaw utilizes a planning framework that encompasses Strategic Planning, Planning Session consultations and referrals or tabling of matters to budget deliberations. City Administration gathers this framework of information, along with internal and external factors that influence the budget and create a call for estimates, which goes out to all City Departments.

City Departments utilize this framework to develop their business plans and budget accordingly to be able to deliver that business plan. Budget development by Administration is guided by this framework as well as thoughtful consideration of the various factors that impact the budget being developed to deliver the business plan.

City Administration does their best to balance service levels, expectations and affordability as the budget is developed. City Council has the responsibility to amend the proposed budget as they deem appropriate and ultimately approve a budget for 2020.

In addition, external factors impact the City's budgets:

- The Provincial Economy
- Local Economic Activity
- Financial Factors.

A discussion of the various components that comprise the City of Moose Jaw 2020 Budget follows.

DISCUSSION

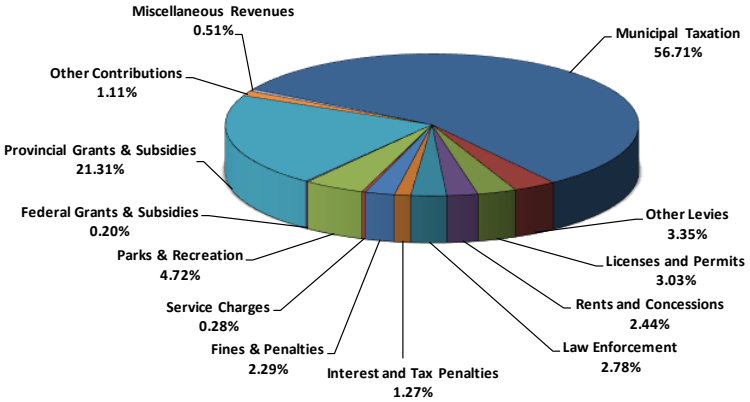
General Operating Budget

The General Operating Budget provides the funding for the City's various programs and services. These include things like transit services, snow removal and recreational programs to name a few.

The budget presented does not include any new initiatives, rather those will be presented to Council as part of the budget process and if approved, will then form part of the General Operating Budget.

2020 GROSS REVENUES

REVENUES



Gross Revenue Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
Municipal Taxation	27,897,391	28,067,000	169,609	0.61
Other Levies	1,652,326	1,658,627	6,301	0.38
Licenses and Permits	1,452,270	1,501,681	49,411	3.40
Rents and Concessions	1,378,427	1,206,550	(171,877)	(12.47)
Law Enforcement	1,307,099	1,377,599	70,500	5.39
Interest and Tax Penalties	623,753	628,526	4,773	0.77
Fines & Penalties	1,675,000	1,133,700	(541,300)	(32.32)
Service Charges	145,051	138,253	(6,798)	(4.69)
Parks & Recreation	1,627,359	2,337,959	710,600	43.67
Federal Grants & Subsidies	110,467	97,793	(12,674)	(11.47)
Provincial Grants & Subsidies	9,767,416	10,544,683	777,267	7.96
Other Contributions	550,000	550,000	-	0.00
Miscellaneous Revenues	325,488	251,307	(74,181)	(22.79)
Gross Revenues	48,512,047	49,493,678	981,631	2.02

Municipal Taxation is the City's largest single revenue source accounting for almost 57% of General Operating Budget revenues. The City of Moose Jaw has modest growth in tax revenues and continues to see commercial appeal losses. The table below illustrates the tax losses to date for 2019:

2019			
	AGREEMENTS TO ADJUST	BOARD OF REVISION DECISIONS	MUNICIPAL
Subclass	Change in Assessed Taxable Value	Change in Assessed Taxable Value	Loss in Tax Revenue
COMM	(1,165,200)	(22,762,780)	($320,780)
GOLF			
RESI	(816,000)		($5,787)
MRES	(364,080)		($2,582)
CNDO	(18,960)		($134)
NAIR			
OAGR	(3,130)		($8)
ELEV		(6,023,590)	($74,068)
CRIR			
RRPL			
TOTAL	**(2,367,370)**	**(28,786,370)**	**($403,359)**

The loss of commercial assessment appeals has been a steady trend since the last reassessment in 2013 with a total of $133,161,200 in lost commercial assessment due to appeals. This translates into a loss in revenue of $1,798,740 which loss has been borne by the commercial sector as a whole. It is also important to note that the City still has 28 outstanding assessment appeals that are yet to be rendered. The table below provides additional detail:

Historical Commerical Appeal Losses

	2013		2014		2015		2016		2017		2018		2019	
Assessment Adjustment Type	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue
Agreement to Adjust	(10,707,200)	$ (152,475)	(582,200)	$ (8,305)	(3,853,600)	$ (49,061)	(693,130)	$ (11,214)	(6,733,170)	$ (85,101)	(1,624,440)	($19,635)	(2,367,370)	($24,132)
Agreement to Adjust (Federal)											(616,700)	($8,030)		
Board of Revision	(11,093,880)	$ (157,981)	(17,129,000)	$ (244,329)	(3,075,470)	$ (39,155)	(3,874,400)	$ (62,684)	(21,431,700)	$ (270,877)	(10,278,850)	($137,868)	(28,786,370)	($379,227)
Sask Muni Board	(7,080,420)	$ (100,828)	(1,878,600)	$ (26,796)	(1,060,200)	$ (13,498)	(1,192,300)	$ (19,290)	(148,400)	$ (1,876)	1,046,200	$13,622		
Totals	(28,881,500)	$ (411,284)	(19,589,800)	$ (279,430)	(7,989,270)	$ (101,714)	(5,759,830)	$ (93,188)	(28,313,270)	$ (357,854)	(11,473,790)	$ (151,911)	(31,153,740)	$ (403,359)
Total Lost Assessment : 2013-2019	$ (133,161,200)													
Total Lost Tax Revenue : 2013-2019	$ (1,798,740)													

Note: The values previously given for 2018 did not contain all of the BOR decisions for that year. SMB decision for 2017 and 2018 were received in 2019 and added to the chart.

The continued loss of assessment and the resulting taxation in the commercial area has made the gap between residential and commercial taxes widen. In 2018, City Council took a first step in narrowing that gap by adopting the following motion:

> "THAT future Municipal Tax increases be split between residential and commercial based upon the ratio of taxable assessment in each class and that this split be accomplished by adjusting the appropriate mill rate factors for each class of property"

The proposed adoption of a tax-sharing approach to future tax increases results in a gradual shift in the level of taxation on commercial properties to residential properties.

The overall commercial to residential tax gap has slowly been decreasing from 2.25 in 2017 to 2.19 in 2019 excluding changes to the Hospital Levy. This gradual reduction in the tax gap is a direct result of City Council's policy decision as outlined above. Depending on the final mill rate increase, a further reduction in the tax gap of several basis points can be expected in 2020.

City Administration will ask City Council to continue with this tax-sharing approach in 2020.

Rents and Concessions revenue is down approximately $170,000 due to a reduction in farmland lease revenue and airport rent revenue. This reduction relates to the transfer of lease revenue to the airport authority and the sale of City land previously leased for farming purposes.

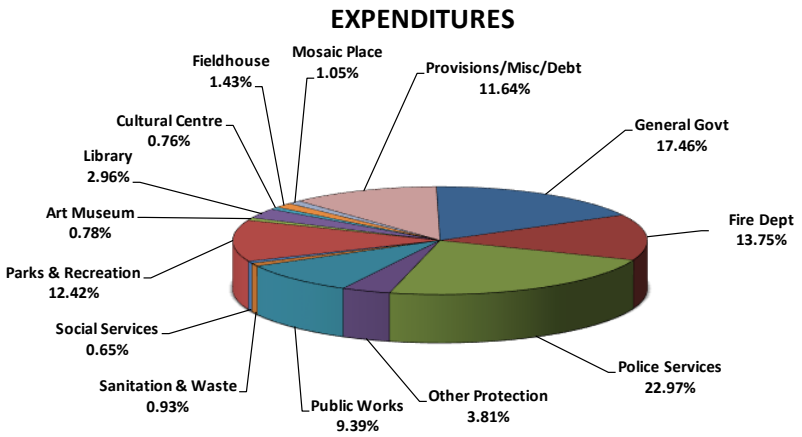
Fines & Penalties revenue is down approximately $540,000. This reduction in revenue is related to automated speed enforcement revenues which are reduced due to SGI taking over paying for all of the costs and a provincial decision to share some of the excess with other municipalities. The City has an offsetting reduction in expenditures for this amount of decreased revenue so there is no direct impact on the City's Operating Budget from these changes. The only change is the amount left available for contribution to the City's Traffic Safety Reserve.

Parks & Recreation revenues are up approximately $710,000. This is due to Yara Centre becoming part of the City and some increased revenues as a result of the implementation of a recreation season pass.

Provincial Grants & Subsidies are up approximately $775,000 due primarily to an increase in Provincial Revenue Sharing funding to the City.

Overall, revenues are up by 2.02% or $981,631 from the 2019 budget.

2020 GROSS EXPENDITURES



Gross Expenditure Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
General Govt	8,444,198	8,744,108	299,910	3.55
Fire Dept	6,149,303	6,886,759	737,456	11.99
Police Services	11,116,746	11,507,162	390,416	3.51
Other Protection	1,934,593	1,907,518	(27,075)	(1.40)
Public Works	5,574,847	4,705,054	(869,793)	(15.60)
Sanitation & Waste	451,124	466,574	15,450	3.42
Social Services	237,157	326,818	89,661	37.81
Parks & Recreation	6,026,093	6,222,555	196,462	3.26
Art Museum	393,110	388,402	(4,708)	(1.20)
Library	1,476,790	1,483,581	6,791	0.46
Cultural Centre	376,942	378,818	1,876	0.50
Fieldhouse	-	713,939	713,939	100.00
Mosaic Place	566,370	526,347	(40,023)	(7.07)
Provisions/Misc/Debt	5,764,774	5,831,332	66,558	1.15
Gross Expenditures	48,512,047	50,088,967	1,576,920	3.25

The Budget presented is a status quo budget and there are no new enhancements contained within the budget numbers. The increases in the various areas are the result of negotiated Collective Agreement increases, or provisions for same, and inflation. The cost of providing the same programs and services increases each year.

The General Government area is seeing an increase in the costs to provide programs and services of approximately $300,000 or 3.55%. The increases are spread across a number of departments. An increase in City Clerks/Solicitor Department costs is a result of City memberships in organizations like SUMA and FCM being transferred to this Department from the Mayor & Councillors area.

Information Technology is seeing increases of about $109,000 due to increased equipment reserve contributions and software maintenance costs. Human Resource Services costs are up approximately $43,000 due to primarily to increased education and training funding. This funding has been reallocated from other departments to provide for the Human Resource area to manage this spending in conjunction with succession training. Employer paid benefits have also increased approximately $49,000 due to increased contribution requirements for the Canada Pension Plan and increased pension contributions.

The Fire Service is seeing an increased request of $737,456 which relates primarily to the recent Collective Agreement and its incorporation into this budget area. Provision for this funding had been provided in the Provisions/Misc/Debt area in previous years.

The Police Service expenditure request is up $390,416 or 3.51% from 2019 levels. The Police Service Administration presented their budget request to Council on November 18.

The Public Works area is seeing a decrease in overall expenditures of about $870,000. This relates to a decrease in overall salary expenditures in the City Engineer's Department due to the implementation of a design team funded from Capital and the allocation of the Engineering Technologists that manage capital projects to capital projects. This resulted in the ability to discontinue the 6% overhead charge to capital that had previously been charged as a recovery to the Operating Budget.

Also, the Traffic Division has a reduction of expenditures of $505,000 related to a reduction in automated speed enforcement costs as mentioned earlier in the revenue section of this report.

The Parks & Recreation Department is seeing an increased expenditure budget request of $196,462. This is primarily in the Parks and Recreation areas of this department. Many of these cost increases relate to water and other utility costs related to parks and recreational facilities.

Yara Centre now appears in budgeted expenditures at a request of $713,939. This is offset by expected revenues of $647,561 a recovery rate of over 90%.

Lastly, the Provisions/Misc/Debt area is seeing an increase of approximately $66,558 in budgeted expenditures related to salary provisions and the appropriation of municipal taxation to the Waterworks Utility and the Capital Expenditure Fund. In terms of the appropriation to Waterworks and Capital, City Administration has included an additional 1% of municipal taxation to the General Capital Reserve for recreation and facilities capital funding. This is an increase of $295,000. This increase will be subject to City Council approval.

As indicated earlier, there are no enhancements included in the status quo budget other than the 1% increase for Parks, Recreation and Facilities funding. All other enhancement requests will come to City Council in separate report form for Council's consideration.

The overall increase in expenditures is 3.25% of which 0.60% relates to the appropriation of an additional 1% of municipal taxation to the Capital Budget. Therefore, the overall expenditure increases to maintain programs and services is 2.65%.

Transit Service

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Transit

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
BUS EARNINGS	89,000	100,000	90,000	(10,000)	(10.0)%
BUS EARNINGS CHARTER	15,000	20,000	15,000	(5,000)	(25.0)%
MONTHLY PASSES	156,000	203,400	160,000	(43,400)	(21.3)%
YEARLY PASSES-SENIORS	20,107	32,000	20,000	(12,000)	(37.5)%
ADVERTISING	24,100	29,000	24,000	(5,000)	(17.2)%
SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
TRANSIT REVENUE	**1,491,808**	**1,418,060**	**1,498,687**	**80,627**	**5.7%**
VEHICLE MAINTENANCE	415,000	415,000	436,000	21,000	5.1%
TRANSPORTATION	497,552	489,900	495,840	5,940	1.2%
ADMINISTRATION	579,256	513,160	566,847	53,687	10.5%
TRANSIT EXPENDITURES	**1,491,808**	**1,418,060**	**1,498,687**	**80,627**	**5.7%**
USER FARES	16,000	25,000	16,000	(9,000)	(36.0)%
BUS EARNINGS CHARTER	675	5,000	1,000	(4,000)	(80.0)%
PROV GOVT FUNDING	164,026	225,000	200,000	(25,000)	(11.1)%
SOC SERVICES FUNDING	8,500	12,000	9,000	(3,000)	(25.0)%
SUBSIDY	349,034	197,055	285,743	88,688	45.0%
PARA-TRANSIT REVENUES	**538,235**	**464,055**	**511,743**	**47,688**	**10.3%**
VEHICLE MAINTENANCE	120,000	75,000	100,000	25,000	33.3%
TRANSPORTATION	282,250	273,817	273,890	73	0.0%
ADMINISTRATION	135,985	115,238	137,853	22,615	19.6%
PARA-TRANSIT EXPENDITURES	**538,235**	**464,055**	**511,743**	**47,688**	**10.3%**

Both the regular Transit and Para-Transit services receive a subsidy from the City which totals $1,475,430 in 2020 or approximately 73% of overall costs. In 2019, the budgeted subsidy was $1,230,715 or 65% of costs.

Both the regular Transit and Para-Transit areas are seeing a decrease in revenues as compared to the 2019 Budget. The regular Transit service is seeing a revenue decrease of $75,400 and the Para-Transit service a decrease in revenue of $41,000. The most significant cost increases in the Transit and Para-Transit areas are related to vehicle maintenance and administration costs. The increased administration costs relate to increased equipment reserve contributions.

General Capital Budget

The General Capital Budget provides for the provision of funds to allow the City of Moose Jaw to undertake major construction, renovation and rehabilitation projects. The Capital Budget consists of two components, the General Capital Reserve and the Land Development Reserve.

GENERAL CAPITAL RESERVE SUMMARY
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Carry over from previous year	$ 6,675,897	$ 4,785,266	$ 388,814	$ (7,305,667)	$ (9,322,939)	$ (11,079,847)	
SPC Funds Available	$ 2,814,524	$ 2,895,620	$ 2,996,967	$ 3,101,861	$ 3,210,426	$ 3,322,791	$ 15,527,665
Hospital Levy	$ 257,000	$ -	$ -	$ -	$ -	$ -	$ -
Taxation Revenue	$ 3,583,283	$ 3,844,186	$ 3,876,751	$ 3,993,054	$ 4,112,845	$ 4,236,231	$ 20,063,067
Capital Expenditure Fund Interest	$ 1,295,000	$ 2,610,000	$ 2,450,000	$ 2,475,000	$ 2,500,000	$ 2,525,000	$ 12,560,000
Land Sale Proceeds	$ 910,000	$ 2,210,000	$ 1,125,000	$ 880,000	$ 880,000	$ 880,000	$ 5,975,000
Parks Dedication Reserve	$ 20,000	$ -	$ 39,000	$ 19,500	$ 40,000	$ 20,500	$ 119,000
Federal/Provincial Funding	$ -	$ 381,275	$ 517,110	$ -	$ -	$ -	$ 898,385
SaskEnergy Mun. Surcharge	$ 912,500	$ 938,500	$ 957,270	$ 976,415	$ 995,944	$ 1,015,863	$ 4,883,992
Fundraising Contributions	$ 296,989	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Waterworks	$ (2,691,492)	$ (2,726,985)	$ (2,808,795)	$ (2,893,058)	$ (2,979,850)	$ (3,069,246)	$ (14,477,934)
Uncompleted Works	$ (3,672,747)	$ (4,126,906)	$ -	$ -	$ -	$ -	
Capital Funding Available	**$ 10,400,954**	**$ 10,810,956**	**$ 9,542,117**	**$ 1,247,105**	**$ (563,574)**	**$ (2,148,708)**	**$ 45,549,175**
Transportation	$ 4,468,962	$ 6,096,400	$ 12,629,500	$ 7,044,930	$ 7,317,500	$ 7,587,500	$ 40,675,830
Parks and Recreation	$ 1,093,130	$ 1,072,995	$ 1,320,585	$ 1,257,010	$ 853,153	$ 1,012,300	$ 5,516,043
Other Services	$ 2,546,445	$ 2,395,247	$ 2,157,699	$ 1,445,604	$ 1,430,620	$ 1,421,892	$ 8,851,062
Police Services	$ 65,000	$ 67,500	$ 70,000	$ 72,500	$ 75,000	$ 77,500	$ 362,500
Fire Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Downtown Facility & FieldHouse	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Storm Sewers	$ 405,000	$ 790,000	$ 670,000	$ 750,000	$ 840,000	$ 640,000	$ 3,690,000
Total Funding Required	$ 8,578,537	$ 10,422,142	$ 16,847,784	$ 10,570,044	$ 10,516,273	$ 10,739,192	$ 59,095,435
Surplus/Shortfall	**$ 1,822,417**	**$ 388,814**	**$ (7,305,667)**	**$ (9,322,939)**	**$ (11,079,847)**	**$ (12,887,900)**	

The General Capital Reserve component of the Capital Budget provides for funding for all the core infrastructure projects for the City of Moose Jaw. These projects include sidewalks, pavement rehabilitation, bridges, building improvements and general parks upgrades to name only a few.

The source of funding for the General Capital Reserve core infrastructure projects comes from seven main sources totalling $45,549,175 over the five-year period:

- SPC Municipal Surcharge $15,527,665
- Taxation $5,585,133
- Investment Income $12,560,000
- Land Sale Proceeds $5,975,000
- Parks Dedication Reserve $119,000
- Federal/Provincial Funding $898,385
- SaskEnergy Municipal Surcharge $4,883,992.

The Capital Expenditure Fund Interest revenue is forecast to increase significantly in revenue from $1,295,000 in 2019 to $2,610,000 in 2020. The majority of this increase in revenues is a result of Council's initiative to look at broadening the scope of the City's Investment Policy and investing in an array of financial assets that will provide a higher return on invested monies.

The General Capital Reserve has funding challenges over the five-year period; there is insufficient funding to service all of the spending demands. The current budgeted shortfall is $12,887,900.

In 2020, City Administration is proposing a 1% municipal tax increase be levied and dedicated to providing funding to the General Capital Reserve Budget for Parks, Recreation and Facilities capital projects on an ongoing basis. This will generate an additional $295,000. The 1% has been incorporated into the overall proposed mill rate increase of 2.02% and is contained as revenue in the General Capital Reserve summary above.

Also, in 2020, City Administration is proposing that an additional $1,300,000 of Land Sale proceeds be directed to the General Capital Reserve. These additional proceeds would come from sale proceeds from development of the Southeast Industrial Subdivision. This contribution has been factored into the preliminary budget above.

The end result is sufficient funding for year 2020 of the Capital Plan, but insufficient funding for the planned work over the entire five-year plan.

Land Development Reserve

LAND DEVELOPMENT RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	($2,129,352)	($2,519,371)	$996,547	$1,240,080	$3,233,613	$4,327,146	
Contributions during the year	$3,103,100	$8,287,066	$243,533	$1,993,533	$1,093,533	$1,093,533	$12,711,198
Loan Proceeds	$0	$0	$0	$0	$0	$0	$0
less Land Dev Projects	$0	$0	$0	$0	$0	$0	$0
less Uncompleted Works	$6,249,805	$4,771,148	$0	$0	$0	$0	$4,771,148
Year End Balance	**($5,276,057)**	**$996,547**	**$1,240,080**	**$3,233,613**	**$4,327,146**	**$5,420,679**	

The Land Development Reserve provides for the funding needed for land development projects. Excess revenues over expenditures are redirected to the General Capital Reserve of the General Capital Budget to fund needed infrastructure projects in that area.

There is currently one major land development project in this Capital Plan, that being Westheath Phase V at $4,771,148. Westheath Phase V is not expected to be under development until 2021. The key benefits to the City of land development are that it gives the City a tool to influence land development in the direction that best benefits the City overall, and also generates profits which can be utilized to fund other Capital projects. The current contribution from land development to the General Reserve is $5,975,000 over the next five years.

Equipment Reserve Budget

The Equipment Reserve is funded by an annual contribution from Operating to the reserve such that sufficient funds are in place to purchase equipment when required. The annual contribution is based upon a detailed analysis of equipment needs, replacement values and expected life. The annual contribution then earns interest and is also credited to this account. The attached budget request represents the spending plan for the replacement of this equipment.

2020 - 2024 Equipment Reserve Budget
SUMMARY

DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
ENGINEERING	$ 2,505,298	$ 691,802	$ 1,133,832	$ 885,968	$ 998,355	$ 6,215,255
PARKS & RECREATION	261,823	467,687	135,604	244,580	269,504	1,379,198
FINANCE	44,458	199,133	24,822	4,000	16,642	289,055
INFORMATION TECHNOLOGY	520,556	180,409	173,444	99,950	222,873	1,197,232
TRANSIT	3,964	68,187	658,312	1,177,275	43,428	1,951,166
FIRE SERVICE	302,407	143,480	138,284	56,013	26,745	666,929
CITY MANAGER, MAYOR	3,268	8,292	49,727	2,000	2,000	65,287
CITY CLERK/SOLICITOR	25,407	2,067	7,435	1,000	1,000	36,909
HUMAN RESOURCES	1,000	4,958	2,962	3,111	3,928	15,959
PLANNING & DEVELOPMENT	24,721	1,541	29,000	39,000	1,000	95,262
SAFETY	500	500	2,612	500	500	4,612
LIBRARY	49,381	70,060	203,491	258,841	95,850	677,623
ART MUSEUM	17,864	13,098	19,257	21,020	10,597	81,836
CULTURAL CENTRE	51,815	134,736	39,005	6,635	41,965	274,156
MOSAIC PLACE	39,034	34,149	31,646	141,866	235,141	481,836
FUNDING REQUIRED	$ 3,851,496	$ 2,020,099	$ 2,649,433	$ 2,941,759	$ 1,969,528	$ 13,432,315
FUNDING SOURCES:						
AVAILABLE FROM DEPRECIATION	3,076,451	2,020,099	2,649,433	2,941,759	1,969,528	12,657,270
AVAILABLE FROM CONTROL ACCOUNT	775,045	-	-	-	-	775,045
	$ 3,851,496	$ 2,020,099	$ 2,649,433	$ 2,941,759	$ 1,969,528	$ 13,432,315
5YR BUDGET IMPLICATIONS	$ 156,922	$ 3,682	$ 558	$ 33,270	$ 28,324	$ 222,756
BUDGET IMPLICATIONS ALL YEARS			$ 645,536			

The overall request in 2020 for equipment funding is $3,851,496. This is higher than usual due to the Engineering Department not having an Equipment Reserve Budget request for three years. As can be seen from the budget summary equipment purchase requests return to more normal levels in the remaining years of the budget.

The value of the Equipment Reserve to the City of Moose Jaw is threefold. First, the ability to save funds for future purchases allows the fund to generate investment earnings, which goes toward the purchase of the equipment. This benefit is in the neighbourhood of $740,000 even in this period of low interest rates.

City Council's initiative of establishing an Investment Committee and directing the City's reserve funds to professional portfolio managers is expected to generate benefits to the Equipment Reserve in terms of the investment income. Based upon the Investment

targets established for the City's invested funds, the annual investment income would be expected to grow to nearly double to an estimated $1,400,000 annually. This additional investment earnings will allow for annual equipment reserve contribution to decrease by a similar amount which will result in a reduction of required funds from the municipal tax levy.

Secondly, if funds were not set aside for future purchases, there would be a need to borrow and the associated cost of borrowing would add significantly to the overall purchase price and additional taxation funded contributions would be required.

Thirdly, the Equipment Reserve, by reserving, provides for the necessary funding of replacement equipment and in doing so, takes away the need for equipment purchases to compete with other Capital projects for funding. Many cities do not have an equipment reserving system and as such, must allocate a portion of their Capital monies each year for equipment purchases. For the City to deliver its programs and services as well as rehabilitate its aging infrastructure, it must have the necessary equipment to perform those tasks.

The Equipment Reserve Budget as presented will result in increased contribution costs which have been accounted for in the various budgets. In future years, as investment income increases, these contributions will be able to be decreased.

The ability to earn interest on monies set aside, coupled with not having to borrow funds to buy equipment, continues to provide the City and its citizens a significant benefit each year.

Utility Operating Budget

The City operates three utilities, they are the Waterworks, Sanitary Sewer and Solid Waste Utilities.

Waterworks

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Waterworks

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	11,125,633	11,174,300	11,364,433	190,133	1.7%
UTILITY BILLING PENALTIES	67,253	60,387	70,044	9,657	16.0%
CONNECTION FEES	63,135	62,940	61,200	(1,740)	(2.8)%
WATER DEPOTS	28,492	28,390	29,331	941	3.3%
HOUSE CONNECTIONS	370,000	300,000	400,000	100,000	33.3%
MISCELLANEOUS REVENUE	100	1,000	1,000	0	0.0%
WATER METER REVENUE	9,000	20,000	10,000	(10,000)	(50.0)%
REVENUES	**11,663,613**	**11,647,017**	**11,936,008**	**288,991**	**2.5%**
PRODUCTION	3,108,000	3,047,945	3,270,136	222,191	7.3%
DISTRIBUTION	4,870,031	4,032,884	4,568,411	535,527	13.3%
ADMINISTRATION	1,562,378	1,500,084	1,676,485	176,401	11.8%
RESERVE CHARGE	2,123,204	3,066,104	2,420,976	(645,128)	(21.0)%
EXPENDITURES	**11,663,613**	**11,647,017**	**11,936,008**	**288,991**	**2.5%**

The Waterworks Utility provides potable drinking water to the community from the Buffalo Pound Water Treatment Plant that the City owns in partnership with the City of Regina.

The challenges facing the utility are operational issues in respect to maintaining and repairing distribution mains, hydrants, valves and house connections. An aging infrastructure has greatly increased the maintenance demands on the utility. These demands continue to require additional resources in order to maintain the system, most recently the creation of an additional work crew to help alleviate work backlogs.

In addition, the cost of water from the Buffalo Pound Water Treatment Corporation continues to increase each year as funding is being gathered for a major plant rehabilitation project in the near future. Administrative costs have also risen in relation to provisions for doubtful accounts, franchise fees and general administration.

The continued investment in infrastructure rehabilitation is expected to result in a decrease in operational costs over time. This will allow the utility to direct additional resources to infrastructure renewal in the future as a result of operational savings. In order for the utility to be able to fund its financial commitments, City Administration is recommending a utility rate increase of 6% in 2020.

Sanitary Sewer

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Sanitary Sewer

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	8,157,693	7,980,635	8,331,575	350,940	4.4%
SEWER BLOCKS	842	806	842	36	4.5%
UTILITY BILLING PENALTIES	52,448	46,217	55,200	8,983	19.4%
SEPTAGE FEES	33,930	26,811	32,160	5,349	20.0%
HOUSE CONNECTIONS	400,000	400,000	435,000	35,000	8.8%
REVENUES	**8,644,913**	**8,454,469**	**8,854,777**	**400,308**	**4.7%**
ADMINISTRATION	1,079,004	1,038,449	1,135,945	97,496	9.4%
RESERVE CHARGE	4,497,162	4,368,201	4,480,322	112,121	2.6%
SEWAGE TREATMENT	1,787,747	1,859,573	1,945,550	85,977	4.6%
SANITARY SEWERS	1,281,000	1,188,246	1,292,960	104,714	8.8%
EXPENDITURES	**8,644,913**	**8,454,469**	**8,854,777**	**400,308**	**4.7%**

The Sanitary Sewer Utility provides wastewater services to the City of Moose Jaw. The utility is facing infrastructure challenges but at a more moderate rate than the Waterworks Utility.

The utility is seeing increased costs in the Administration, Sewage Treatment and Sanitary Sewer areas. Administrative cost increases relate to an increased allowance for doubtful accounts, increased franchise fee and general administrative costs. The Sewage Treatment area is seeing increased costs at Crescentview, the wastewater treatment facility and for lagoon maintenance. Lastly, the Sanitary Sewers area is seeing increased costs related to house connections and supervisory expenses.

The long-term debt of the utility will be retired in 2023 which will place the utility on a sound financial footing. City Administration will be recommending a 5% utility rate increase for 2020.

Solid Waste Utility

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Solid Waste

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GARBAGE COLLECTION	1,359,984	1,368,777	1,359,984	(8,793)	(0.6)%
SANITARY LANDFILL	2,400,000	2,500,000	2,350,000	(150,000)	(6.0)%
SOLID WASTE MISCELL REVENUE	4,500	10,000	5,000	(5,000)	(50.0)%
ECOCENTRE REVENUES	12,000	12,000	12,000	0	0.0%
CURBSIDE RECYCLING REVENUES	986,928	986,928	986,928	0	0.0%
MULTI-MATERIAL RECYCLING GRT	340,290	340,290	340,290	0	0.0%
REVENUES	**5,103,702**	**5,217,995**	**5,054,202**	**(163,793)**	**(3.1)%**
TRAVEL & CONVENTIONS	4,600	4,000	4,080	80	2.0%
EDUCATION & TRAINING	1,757	1,757	1,792	35	2.0%
GENERAL REPAIRS & SUPP	6,000	6,662	6,709	47	0.7%
SICKNESS & HOLIDAYS	50,000	43,178	43,178	0	0.0%
WAGES & EQUIPMENT	650,000	679,176	696,021	16,845	2.5%
INSPECTIONS	8,000	10,747	10,812	65	0.6%
SUPERINTENDENT & ADMIN	85,692	85,692	124,100	38,408	44.8%
HOUSEHOLD HAZ WASTE	35,000	26,298	60,000	33,702	128.2%
WASTE RECYCLING PRGM	110,000	133,057	102,527	(30,530)	(22.9)%
RECYCLING INITIATIVES	15,000	21,630	21,630	0	0.0%
SANITARY LANDFILL OPER	1,127,462	1,127,462	1,151,110	23,648	2.1%
LANDFILL CLOSURE	72,465	72,465	0	(72,465)	(100.0)%
SOLID WASTE RESERVE CONT	1,749,023	1,809,129	1,611,769	(197,360)	(10.9)%
ADMINISTRATION	151,464	151,464	147,206	(4,258)	(2.8)%
CURBSIDE RECYCLING PROGRAM	805,000	805,000	807,811	2,811	0.3%
SOLID WASTE UTLY-FRANCHISE FEE	231,189	234,958	260,900	25,942	11.0%
RESERVE DOUBTFUL ACCOUNTS	1,050	5,320	4,557	(763)	(14.3)%
SCAVENGING & TRADE WASTE	**5,103,702**	**5,217,995**	**5,054,202**	**(163,793)**	**(3.1)%**

The Solid Waste area was established as a utility in 2002. In 2008, City Council passed a motion and later a bylaw to make the Solid Waste Utility a self-funded utility. A self-funded utility is one in which the charges for its services are such as to provide for all funding necessary to operate the utility. Steps taken in 2017 to charge the utilities' customers directly for the services they receive have made this a self-funded utility. The garbage collection and curbside recycling revenue is reflective of these charges for residential garbage and recycling collection.

Revenues for the utility will decline to approximately 5.054 million dollars in 2020. The majority of the decline coming from decreased landfill revenues.

On the expenditure side, the Superintendent and Administration costs have increased as have wages and equipment costs, landfill operations and franchise fees. These increased costs are partially offset by a reduction in the landfill closure contribution for 2020 which is estimated to no longer be required as sufficient funds will have been accumulated for closure and post closure cost funding given the current estimated costs of providing these services.

Overall, the utility is generating a sustainable surplus which will be put towards the planned landfill replacement project. The utility will be able to fund this project and its operations from revenues. As such, City Administration is not proposing any increase in Solid Waste fees in 2020.

Utility Capital Budget

The Utility Capital Budget consists of infrastructure projects for the City's Water, Sanitary Sewer and Solid Waste Utilities.

Waterworks

WATER UTILITY RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	$18,071,573	$8,135,841	($12,103,027)	($1,757,594)	($2,248,107)	($2,602,104)	
Contributions during the year	$7,960,506	$12,645,937	$25,504,970	$11,378,199	$12,316,706	$16,419,443	$78,265,255
Loan Proceeds	$0	$15,000,000	$0	$0	$0	$0	$15,000,000
less Water Works Projects	$20,885,349	$26,645,250	$15,159,537	$11,868,712	$12,670,703	$12,697,440	$79,041,642
less Uncompleted Works	$13,066,249	$21,239,555	$0	$0	$0	$0	$21,239,555
Year End Balance	**($7,919,519)**	**($12,103,027)**	**($1,757,594)**	**($2,248,107)**	**($2,602,104)**	**$1,119,899**	

The Waterworks Utility has $100,281,197 of planned spending over the next five years. In addition, the Buffalo Pound Water Treatment Plant will also be renewed with Moose Jaw responsible for its share of this project.

The infrastructure demands of the utility are large with the following major projects:

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMEI	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
Water Utility Reserve Summary	**21,239,555**	**26,645,250**	**15,159,537**	**11,868,712**	**12,670,703**	**12,697,440**	**100,281,197**

Funding for the utility's capital needs will come from:

Utility Revenues	$23,565,345
Gas Tax funding	$10,451,676
ICIP funding	$18,332,800
Municipal Taxation	$14,477,934
Proposed Infrastructure Levy	$ 8,437,500
Contributions Sanitary Sewer Utility	$ 3,000,000
	$78,265,255

The Waterworks Utility will also need to borrow $15,000,000 in 2020 to meet all planned financial commitments. The capital demands on the utility are significant and are providing an extreme funding challenge for the utility. The financial model for this utility is based upon a number of assumptions such as approval by Council of the Infrastructure Levy, contributions from Sanitary Sewer Utility and ICIP funding for the reservoir and pumphouse project. City Administration is recommending a 6% utility rate increase in 2020. If some of the assumed funding sources do not materialize, then additional borrowing and future rate increases will be required.

Sanitary Sewer

SANITARY SEWAGE UTILITY RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	$5,568,202	$7,416,337	$3,701,591	($1,852,326)	($4,365,252)	($1,351,988)	
Contributions during the year	$4,494,632	$4,968,532	$5,177,544	$5,372,142	$5,708,096	$6,180,184	$27,406,498
less Sewer Projects	$3,838,494	$5,761,278	$10,731,461	$7,885,068	$2,694,832	$2,060,000	$29,132,639
less Uncompleted Works	$1,075,000	$2,922,000	$0	$0	$0	$0	$2,922,000
Year End Balance	**$5,149,340**	**$3,701,591**	**($1,852,326)**	**($4,365,252)**	**($1,351,988)**	**$2,768,196**	

The Sanitary Sewer Utility has $32,054,639 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
Sanitary Sewage Reserve Summary	**2,922,000**	**5,761,278**	**10,731,461**	**7,885,068**	**2,694,832**	**2,060,000**	**32,054,639**

Funding for the utility's capital needs will come from:

Utility Revenues $27,406,498

These revenues generated from the utility will be sufficient to meet its financial commitments.

The Sanitary Sewer Utility provides for all of its Capital Funding from the surplus that comes from the operation of the utility and any available grant funding. The Financial Model for this utility calls for 5% rate increases over the next five years which if approved, would put the utility in a position to be able to fully fund its capital works from the utility rates that it generates. This is the definition of a self-funded utility and where all of the City's utilities need to work towards.

The borrowing repayments will be completed in 2023 at which time it may make sense to combine the utility with the Waterworks utility. This combining of utilities would allow for some of the funding generated within the Sanitary sewer Utility to be directed to Waterworks.

Solid Waste

SOLID WASTE UTILITY RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	$340,344	$1,722,300	$3,230,963	$3,866,673	($4,448,976)	($2,853,060)	
Contributions during the year	$1,832,305	$1,676,163	$1,753,210	$1,684,351	$1,613,416	$1,711,949	$8,439,089
less Solid Waste Projects	$15,000	$117,500	$1,117,500	$10,000,000	$17,500	$17,500	$11,270,000
less Uncompleted Works	$100,000	$50,000	$0	$0	$0	$0	$50,000
Year End Balance	**$2,057,649**	**$3,230,963**	**$3,866,673**	**($4,448,976)**	**($2,853,060)**	**($1,158,611)**	

The Solid Waste Utility has $11,320,000 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
Solid Waste Reserve Summary	**50,000**	**117,500**	**1,117,500**	**10,000,000**	**17,500**	**17,500**	**11,320,000**

Funding for the utility's capital needs will come from:

Utility Revenues $8,439,089

These revenues generated from utility charges will be sufficient to fund the utilities planned financial commitments.

The utility faces a major landfill expansion or replacement project at an estimated cost of $11 million dollars. This project will see the landfill's life extended or a new landfill developed.

Decisions made by City Council in 2017 to move towards a fully self-funded utility model, bi-weekly garbage collection, partial curb side collection, increased landfill rates and a residential garbage fee have significantly increased the annual contribution from Solid Waste operations to capital. The contributions are of a magnitude such that borrowing is not anticipated to be needed over the next five-year period. As well, for 2020 City Administration is not recommending any rate increases.

Summary

The City of Moose Jaw 2020 Budget was based upon the Budgeting Policy approved by City Council in 2019. In that policy there were 9 guiding principles of budgeting. The City has utilized these in developing this budget:

1. *The City should live within its means* – In preparing this budget, every effort has been made to find solutions and ways to fund programs and services that are efficient and effective while living within available funding parameters. For example, there were additional requests for staffing that have not moved forward to City Council as departments have been challenged to find other ways of finding solutions.

2. *The City should only budget what work can reasonably be expected to be completed within each year* - In reviewing capital requests, City Administration has made every effort to only include capital works projects that can be completed. An example of this would be the increase in the Cast Iron Watermain Project to $9,900,000 in 2020 and 2021. This could have been increased to $13,200,000 in 2020, but it was not felt that this was realistically an amount of work the City could accomplish in one year.

3. *The City should seek to invest in infrastructure when productivity, efficiency and effectiveness increases are possible* – Capital projects that provide a payback have been given a high priority in the Capital Plan submitted for approval. Examples would include the solar power initiative for facilities and additional cast iron replacement.

4. *The City may borrow from reserves on a short term basis (7 to 10 years), however the borrowing must be paid back with interest at the expected rate of return that the Institutional Investing program provides* – The current economic climate makes it more cost effective to externally borrow than to utilize internal funds from reserves. The best example of this is the proposed $15,000,000 in external borrowing for the water utility in 2020. The external rate of borrowing will be less than the expected rate of return on the invested reserves.

5. *The City should generally focus on completing one major study at a time before starting another and ensure that the existing systems are operating as intended before completing a study to determine system enhancements* – An effort has been made to limit the number of studies and ensure studies are completed and acted upon before new studies are commenced. A good example of this is the solid waste study that is underway in Engineering. Once this study is complete, the department will look at other areas.

6. *The City should be innovative and make the most effective use of its existing funds* – This budget incorporates a number of innovative ideas such as the implementation of a VOIP telephone system, solar initiatives for facilities, and the crushing of waste concrete to produce aggregate.

7. *The City should reduce reliance on external consultants and where possible and economically feasible develop the required expertise internally* – Over the years, the City has become more and more reliant on external consultants to provide expertise. There has been a general overall culture developed that reinforces the idea that someone external telling the City how to do things is the best way to proceed. A concerted effort has been made to break away from that way of thinking and utilize existing resources and their expertise. A good example of this is the pathway study which is being undertaken with internal resources from Planning and Parks and Recreation. The resulting cost savings are significant.

8. *The City should seek to centralize functions and refine core services when prudent to do so* – There is a conscious effort within this budget to centralize services. A good example of this is the movement of education and training funding resources to the Human Resource Services Department where they can be consistently managed in conjunction with the succession planning program. There are also a number of efforts underway to centralize procurement practices for things like electrical and plumbing services and office supplies.

9. *City Administration is expected to carefully scrutinize every budget item and only present to City Council what is considered necessary* – The budget presented to City Council has been scrutinized for efficiencies and effectiveness in the delivery of the various programs and services. A by-product of this scrutiny is an Operating Budget that requires a 1.02% municipal tax increase to fund.

The resulting budget requests for 2020 are:

General Operating Budget request	$ 50,088,967
General Capital Budget request for new spending	10,422,142
Equipment Reserve Budget request for new spending	3,851,496
Utility Operating Budget request	25,844,987
Utility Capital Budget request for new spending	32,524,028
Total Spending Request	$122,731,620

Additional funding required to fund this budget request:

	Cost per month
1.02% Municipal Tax Increase for Operating Budget	$ 1.24
1.00% Municipal Tax Increase for General Capital Budget	1.22
6.00% Waterworks Utility Rate Increase	3.64
5.00% Sanitary Sewer Utility Rate Increase	2.45
Infrastructure Levy	7.08 *
	$ 15.63

* Note: additional cost from $15 Hospital Levy

Council New and Referred Items

A number of items have been referred, tabled, or will be presented at Budget discussions. These items include:

1. **Police Service Budget** – The submission of the Police Service Operating and Capital Budget estimates occurred at the November 18, 2019 Special City Council meeting. The net Operating Budget request from the Police Service is $10,129,563 an increase of 3.26% over 2019 levels of funding. A contribution of $110,000 from the Traffic Safety Reserve and Capital Funding of $67,500 is being requested. The preliminary budget estimates contain the requested amount of funding for the Police Service.

2. **Public Library Budget** - The submission by the Moose Jaw Public Library Board occurred at the November 18, 2019 Special City Council meeting. The net budget request of $1,206,944 is currently incorporated into the overall City Budget and represents a 1.39 % increase over 2019 levels. The Equipment Budget, which is one of the three budgets before Council for approval, contains a request from the Public Library. That request is for $49,381 in equipment purchases for 2020.

3. **Urban Forestry Program** – Trees are an important part of a vibrant, liveable city. Growing research supports the many benefits of an urban forest on the environment, economy and human health. Moose Jaw's publicly owned and managed urban forest has an estimated population of fifteen thousand (15,000) trees with an estimated collective value of $90-$100 million. Like many other City assets, the City's

urban forest requires annual maintenance funding to ensure it remains healthy, safe and valuable into the future. The Parks and Recreation Department is requesting a 2-person urban forestry crew to ensure dedicated and trained staff are maintaining the City's urban forest year-round. The Department is also requesting to expand the contracted block pruning program which would decrease the City's tree pruning cycle from thirty-three (33) years to fourteen (14) years. The total cost of both requests is $60,035.00.

4. **EDC Initiatives** – The EDC area will be bringing forward a request to City Council for funding to carry out a Business Retention and Expansion Triage program, with a focus on Value-add Agriculture and Food Production as well as a request for financial support for the Rural and Northern Immigration pilot program. The total cost of both requests is $20,000. There is also a request for travel related to land development for $10,000.

5. **Aggregate Program** – Engineering Services will be bringing forward a request to proceed with a program to create aggregate for use in City works as well as for resale. The aggregate would be produced from waste concrete collected by the City. The funding for this program would come from the City's cashflow for inventories with anticipated savings coming from the use of this aggregate versus the City purchasing aggregate.

6. **Parks & Recreation Capital Funding Shortfall -** The Parks and Recreation Department has identified a shortfall in the Department's Capital Budget. The proposed 2020 Capital Budget is also 2% less then the 10-year Capital Budget average, while City facilities and infrastructure continue to age. The report identifies the risks associated with underfunding facility renewal projects as well as an overview of the current Capital Budget, the current unfunded projects and a request for an additional $295,000 in capital funding in 2020.

7. **Slope/Slumping Program** – The Engineering Services area will be proposing a Slope/Slumping program for Council's consideration.

8. **Fluoridation** –The decision on whether to invest the required capital funding to continue to provide fluoridation of the City's water supply will come before Council for their considerations.

9. **Investment Earnings proposed Drawdowns** – Now that the City of Moose Jaw has developed a revised Investment Policy and contracted a professional portfolio manager, it is necessary for the City to annually determine the drawdown of these funds. A report will be placed on the agenda outlining the proposed drawdowns for 2020 and requesting Council's approval. These proposed drawdowns have been incorporated into the preliminary budget that has been presented to City Council.

10. **Infrastructure Levy** – Council considered options for an infrastructure levy in September of this year and referred the matter to budget deliberations. City Administration is recommending a levy of $100, the same basis as the previous hospital levy. The levy is necessary to provide the last portion of funding for the ongoing cast iron project. The original funding for the cast iron project annually was:

Municipal Taxation	$1,537,000
Local Improvement Levy	$1,608,000
Contribution from Utility	$2,225,000
Utility Savings	$ 480,000

for a total of $5,850,000 million annually to fund it. After the referendum on the LIP funding portion of the cast iron program, it left a shortfall in annual funding of $1.608 million. The implementation of an infrastructure levy would satisfy this funding shortfall.

11. **Recycling Contract Renewal** – City Council had referred this communication to budget for consideration in conjunction with the overall budget process.

12. **3rd Party Funding Groups** – City Council entertained a number of third party funding groups at the November 18th, 2019 Special City Council meeting. That communication was subsequently referred to budget deliberations for further consideration. All of the groups presenting with the exception of the Moose Jaw and District Seniors Association and the Cosmos Senior Citizens Association all have funding allocations in the budget equal to last year's level of funding plus a 2% cost of living increase. There is currently no funding in the preliminary budget allocated to the Moose Jaw and District Seniors Association, the Cosmos Senior Citizens Association or 2021 Moose Jaw Air Show.

OPTIONS TO RECOMMENDATION

Other direction as Council deems appropriate.

COMMUNICATION PLAN

The objectives of communication activities related to the 2020 Budget are to communicate the City's long-term financial planning, investment in infrastructure renewal and service delivery as outlined in the proposed budget. Detailed information is available on Moose Jaw Budget.

Administration actively engaged residents to understand their spending priorities as part of pre-budget planning. An online survey was promoted on MooseJaw.ca to obtain feedback on the key spending priorities of residents. A total of 212 respondents completed the survey with infrastructure, water and wastewater listed as top spending priorities. A majority of those that responded also expressed support for an infrastructure levy and modest tax increases to maintain services.

In conjunction with the release of the proposed 2020 Budget, detailed information will be available online at City of Moose Jaw 2020 Budget.

The objectives of communication activities related to the recommended 2020 Utility Budget are to inform residents of its anticipated impact on utility bills. The City will work to help residents better understand how the utility works, the services delivered and how the capital investment over the period will be undertaken.

From November 15 to 26, the City will encourage residents to learn about the proposed budget. Following City Council's approval of the 2020 Budget, the City will provide information to the public on the approved budget and its impact on the average homeowner. As well, utility customers will receive information in their Utility Bills to provide information on the rate increases and the Utility.

STRATEGIC PLAN

The City's budget is based upon the Strategic Plan and is structured such that funding is provided to enable the various programs and services to work towards the goals and objectives of the Strategic Plan.

FINANCIAL IMPLICATIONS

The 2020 Preliminary Budget presented to City Council proposes the following:

- General Operating Budget request of $50,088,967
    - A municipal tax increase of 1.02% to fund operating cost increases.
    - A municipal tax increase of 1.00% directed to the General Capital Budget for the funding of Parks and Recreation capital projects.
- General Capital Budget request of $10,422,142 in 2020
    - $6,096,400 for Transportation
    - $1,072,995 for Parks and Recreation
    - $2,395,247 for Other Services
    - $67,500 for the Police Service
    - $790,000 for Storm Sewers
    - Request to redirect $1,300,000 of Southeast Subdivision sale proceeds to the General Capital Budget in 2020.
- Equipment Reserve Budget request of $3,851,496 in 2020
    - $2,505,298 Engineering Equipment
    - $261,823 Parks & Recreation Equipment
    - $520,556 Information Technology Equipment
    - $302,407 Fire Service Equipment
    - $261,412 all other departments and third party groups.
- Utility Operating Budget request of $25,844,987
    - $11,936,008 Waterworks Utility
        - 6% rate increase requested for 2020
        - $100 infrastructure levy requested

- $8,854,777 Sanitary Sewer Utility
  - 5% rate increase requested for 2020

- $5,054,202 Solid Waste Utility
  - No rate increases requested for 2020.

- Utility Capital Budget request of $32,524,028 for 2020

  - $26,645,250 Waterworks
  - $5,761,278 Sanitary Sewer
  - $117,500 Solid Waste.

The impact on the average homeowner:

	Cost per month
1.02% Municipal Tax Increase for Operating Budget	$ 1.24
1.00% Municipal Tax Increase for General Capital Budget	1.22
6.00% Waterworks Utility Rate Increase	3.64
5.00% Sanitary Sewer Utility Rate Increase	2.45
Infrastructure Levy	7.08 *
	$ 15.63

* Note: additional cost from $15 Hospital Levy

PRESENTATION

AUDIO/VISUAL: Mr. Brian Acker, Director of Financial Services, will provide a verbal overview of this report.

ATTACHMENTS

1. *2020 City of Moose Jaw Preliminary Budget.*

REPORT APPROVAL

Written by: Jim Puffalt, City Manager; Brian Acker, Director of Financial Services
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	City of Moose Jaw 2020 Budgets - -2019-0236.docx
Attachments:	- City of Moose Jaw 2020 Budget.pdf
Final Approval Date:	Nov 22, 2019

This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Tracy Wittke was completed by assistant Maureen Latta

Tracy Wittke

Jim Puffalt

No Signature - Task assigned to Fraser Tolmie was completed by workflow administrator Maureen Latta

Fraser Tolmie

City of Moose Jaw

2020 Preliminary Operating Budget
2020-2024 Preliminary Capital Budget
2020-2024 Preliminary Equipment Reserve Budget

2020 CITY OF MOOSE JAW PRELIMINARY BUDGET

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Message from the City Manager

It is my pleasure, on behalf of our staff and the Strategic Leadership Team, to present to Council and the citizens of Moose Jaw, the 2020 Budget. In 2018 there was a concerted effort to have the budget completed and to Council before Christmas as it is critical to have as much time as possible in the upcoming year to have the many planned projects completed.

That was done and while the budget was not passed until February 2019 lessons were learned and changes were made to the Budget Policy to have the budget process officially completed before the end of the year. We are pleased to have met our portion of that target and we are excited to have the opportunity with Council's guidance to "hit the ground running" in 2020.

Our efforts were guided by Council's direction and by the Strategic Plan completed in 2018 with budget recommendations aligned to the Strategic Plan to ensure that progress is made towards the established objectives which are:

OBJECTIVES & ACTION

Transportation and Infrastructure
- Ridesharing – Bylaw in place.
- Transit System – Review of system in process.

Regional Collaboration
- Moose Jaw/Regina Corridor.
- Meeting with RM of Moose Jaw.

People and Culture
- Wild Animal Park – renamed to tatawâw park.
- Meet with Elders and First Nations in Moose Jaw.
- Calls for Action.

Entrepreneurial Civic Administration
- Core services review in process.
- Reduce red tape.
- Internal Economic Development Super Team.
- Updated Information Technology systems. PerfectMind and eSCRIBE implemented, Request for Service App – internal testing – November 2019; Payroll implemented January 1, 2020; new website.
- Communications and marketing.
- In-house Engineering.
- Institutional investing.

Agriculture, Diversification and Innovation
- Southeast Industrial Park Concept Plan created.
- SaskPower attracted.
- Carpere sale in process.

Core Amenities and Services
- Benches/Banners/Downtown cleanliness.
- Assist Downtown Business Association to organize.
- River Street Discussion – initialized.

Branding – Moose Jaw Story
- Finalized "Canada's Most Notorious City" branding.
- Support community and groups to lead branding initiative and implementation.

As well the 2020 Budget followed the guidelines established in the 2019 Budget Process of:

1. The City should live within its means.
2. The City should only budget what work can reasonably be expected to be completed within each year.
3. The City should seek to invest in infrastructure when productivity, efficiency and effectiveness increases are possible.
4. The City may borrow from reserves on a short-term basis (7 to 10 years), however **must** pay back with interest at the expected rate of return that the Institutional Investing Program provides.
5. The City should generally focus on completing one major study at a time before starting another.
6. The City should ensure that the existing systems are operating as intended before completing a study to determine system enhancements – drainage study.
7. The City should be innovative and make the most effective use of its existing funds.
8. The City should reduce reliance on external consultants.
9. The City should seek to centralize functions and refine core services.
10. Administration should continue to carefully scrutinize every budget item and only present to Council what is considered necessary.

2019 was a strong year for economic development and the creation of the Internal Economic Development Super Team as well as bringing Economic Development "in-house" allowed the City to:

- **Prepare a Master Plan for the South East Industrial Park**
- **Take advantage of funding to service the Industrial Park**
- **Attract an anchor Tenant, SaskPower.**
- **Attract Carpere Canada; negotiating and concluding the largest land sale in Moose Jaw's history (785 acres). Carpere plans to bring large scale food processing to Saskatchewan. While there has been an extension until February 2020, we are confident that this project will proceed.**
- **Two more major projects that will create jobs and opportunity for Moose Jaw.**

These major accomplishments in just over a year are truly remarkable and proves that Moose Jaw is ready and able to get internal and external projects "into the ground" and grow our own source revenues.

With all the extensive work completed we are proud to present a:

General Fund

Increase	Reason	Per Year	Per Month
1.02 %	Revenue generated from property taxation.	$14.93	$1.24
Proposal of 1.0 %	Revenue generated for capital contribution to Leisure Services - as most capital resources are being allocated to the Cast Iron Watermain Replacement Program leaving minimal funds to repair aging buildings creating potential issues in the future.	$14.64	$1.22
	A proposal to create an Infrastructure levy by increasing the current Hospital Levy of $15 per year to $85 per year or $7.08 per month.	$85.00	$7.08
	TOTAL:	**$114.57**	**$9.54**

Even with these modest increases of $114.57 per year or $9.55 per month, the average house in Moose Jaw would pay $1,593.30 on an annual basis, $132.78 per month in Municipal Property Taxes, one of the lowest rates in Saskatchewan. All the services that the residents of the City expect and enjoy such as fire, police, snow removal, pools, arenas, concerts, soccer pitches, ball diamonds, pathways, parks, recreation, and economic development (the list is extensive) at less than what many people pay for cable/cell phones/internet per month. Truly the best deal in the City.

Water & Sewer Fund

The Water & Sewer Utility continues to be a challenge due to the cast iron watermains. Progress was made in 2019 under the Cast Iron Watermain Replacement Program, however there was also the highest recorded number of breaks in 2019. As major failures are replaced, it weakens the remainder of the system and the breaks are then experienced at the next weakest spot.

The City is confident that there will soon be a reduction in breaks after five years of the Cast Iron Watermain Replacement Program. When that happens, those funds currently being spent on the repairs and breaks will move to the Cast Iron Watermain Replacement Program allowing the City to make rapid progress as more resources have been allocated to the system.

That was a 2019 Budget initiative to create an in-house Engineering Design Team from existing budgeted funds; allowing those funds to be reallocated to a second in-house construction crew. This second crew will focus on a backlog of repairs to the system and then move to a replacement crew. As well, the City has allocated an additional 50% or $3,300,000 to the Cast Iron Watermain Replacement Program in 2020 and a further $3,300,000 in 2021 from funding provided by the Federal/Provincial Investing in Canada Infrastructure Program.

Utilities Fund

- **6.0 %** increase in water and **5.0%** increase in sewer rates.

2020 will be an exciting year as we continue to consolidate and progress the many initiatives started in the 2018 Strategic Plan and move forward with new initiatives.

I would like to thank all staff and the Strategic Leadership Team in their efforts to bring this budget to fruition. Special thanks to the Financial Services Department and all the City Directors and their staff for the extra time and energy they committed to the preparation of this very positive budget.

Sincerely,

James Puffalt
City Manager

Influencing Factors

Influencing Factors

Budget Framework

The City of Moose Jaw utilizes a planning framework that encompasses Strategic Planning, Planning Session consultations and referrals or tabling of matters to budget deliberations. City Administration gathers this framework of information along with internal and external factors that influence the budget and create a call for estimates, which goes out to all City Departments.

City Departments utilize this framework to develop their business plans and budget accordingly to be able to deliver that business plan. Budget development by Administration is guided by this framework as well as thoughtful consideration of the various factors that impact the budget being developed to deliver the business plan.

City Administration does their best to balance service levels, expectations and affordability as the budget is developed. City Council has the responsibility to amend the proposed budget as they deem appropriate and ultimately approve a budget for 2020.

External Factors

The Provincial economy has a direct impact on the City of Moose Jaw and its revenues and expenditures. There are a number of measures of the economy such as GDP, Employment and Housing. The table below provides a forecast of these factors prepared by the TD Bank:

Saskatchewan Economic Forecasts

[Annual average % change, unless otherwise noted]

	2018	2019	2020
Real GDP	1.5	0.8	1.2
Nominal GDP	3.2	2.1	3.8
Employment	0.5	1.4	0.7
Unemployment Rate (%)	6.1	5.5	5.8
Housing Starts (000's)	3.6	2.3	4.1
Existing Home Prices	-2.3	-2.0	-0.2
Home Sales	-7.1	7.9	6.9

Source: Statistics Canada, CMHC, CREA, Forecast by TD Economics

The Economic Forecast is indicating modest real domestic product growth of 1.2%, a modest increase in employment levels and some recovery in the housing market for 2020.

The overall outlook would be for modest improvement in the Provincial economy which will impact Moose Jaw in terms of new development, job creation and housing demand.

One factor not shown in the chart is the consumer price index which is expected to average 2% in 2020 and has a direct impact on salary settlements as well as the cost of sourcing goods and services.

*Note: Source Provincial Economic Forecast – TD Economics – TD Bank

Local Factors -Operating Budgets

- Building Permit activity is up compared to same period in 2018.
- Major land development projects Carpere and SaskPower are moving forward.
- Job creation activities such as the pilot project for immigrant employees is commencing.

Financial Factors – Operating Budgets

The City is faced with a number of financial challenges as it develops its 2020 Budget. The biggest challenge facing the City of Moose Jaw Operating Budget is very low assessment growth (less than 1%) which in turn results in minimal municipal taxation growth each year. An early view of 2020 municipal taxation estimates are that there will be growth of less than 1%. Each 1% of municipal taxation in 2020 should generate about $295,000. Assessment growth in the 2 to 3% range would provide a significant boost to annual revenue growth.

Most of the other revenues in the Operating Budget are expected to remain fairly stagnant with small increases as a result of inflationary factors. The Municipal Revenue Sharing Grant is now tied to 0.75 percentage point of the Provincial Sales Tax (PST) which is 6.0%. Growth in PST is expected to provide an additional $650,000 in revenues to the City of Moose Jaw.

In terms of expenditures, the biggest pressure on the Operating Budget is Salaries and Benefits. Salaries and Benefits account for approximately 58% of Operating Budget expenditures. In 2019, this amounted to $28,600,000. Each 1% increase amounts to $286,000. Recent settlements in the Protective Service areas have been significant and have placed additional stresses on Operating Expenditures.

General inflation continues to be a factor and is expected to be in the 2% range for 2020. The impact of the Carbon Tax could be significant as the Carbon Tax and carbon pricing are phased in over the next few years.

The 2020 Budget will start to see the benefit from the projects discussed in the 2019 Budget; such as:

- in-house engineering
- in-house construction crew
- review of core services

Financial Factors – Capital Budgets

The City's Capital Budgets continue to face pressure from the ever increasing need to rehabilitate existing infrastructure. This ranges from streets, underground infrastructure to buildings. All this infrastructure is aging and in need of significant rehabilitation.

This has put significant pressure on the General Capital Reserve Budget and the Waterworks Capital Budget as both areas are seeing significant demands for expenditures. The effects of the 2017 Provincial Budget reductions that significantly impacted the Capital Budget's revenue sources and increased expenditures are still being felt.

There have been a number of capital funding programs announced which include a one-time increase in Gas Tax funding (additional $2.1 million in funding for 2019) and Investing in Canada Infrastructure Program (ICIP) will provide a significant benefit to the City. The ICIP Program will provide the following funding:

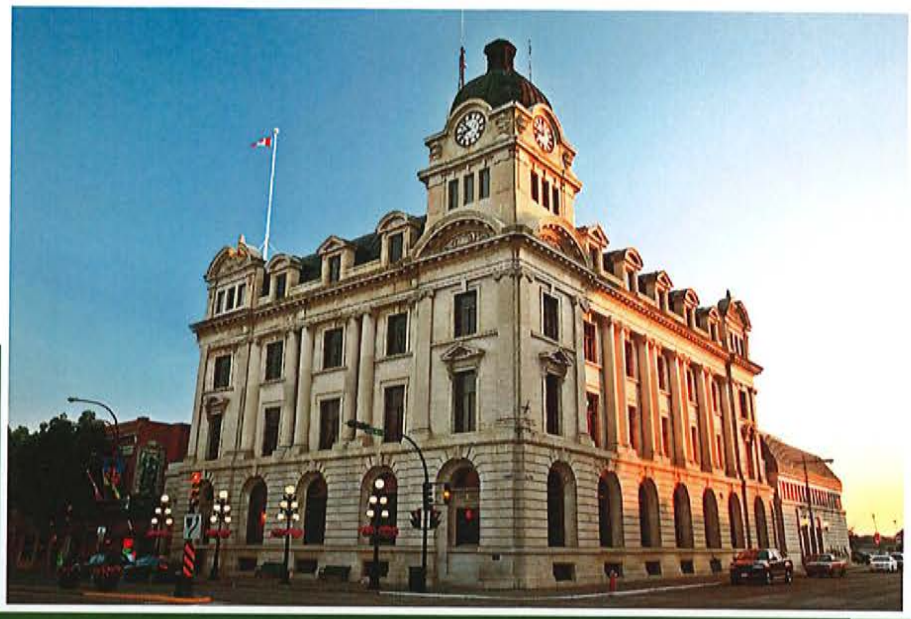
Federal – 40%	$ 6,090,050
Provincial – 33.33%	$ 5,074,534
Municipal – 26.67%	$ 4,060,541
Total	$15,225,125

The Federal Government had also requested expressions of interest for a general pool of Federal funding under the ICIP program. There is no commitment of funds to the City of Moose Jaw, but rather it is a process where projects will be reviewed and monies potentially allocated. The City of Moose Jaw has applied for the following two major Projects under the separate ICIP streams:

- Green Infrastructure Stream - High Service Reservoir and Pump House - $16,000,000
- Community, Culture and Recreation Infrastructure Stream - Outdoor Aquatic Facility - $3,750,000.

The last area of potential funding is an Infrastructure Levy. City Administration was tasked with bringing a report to Council on potential options and uses of an Infrastructure Levy. That report has been referred to budget deliberations for further consideration.

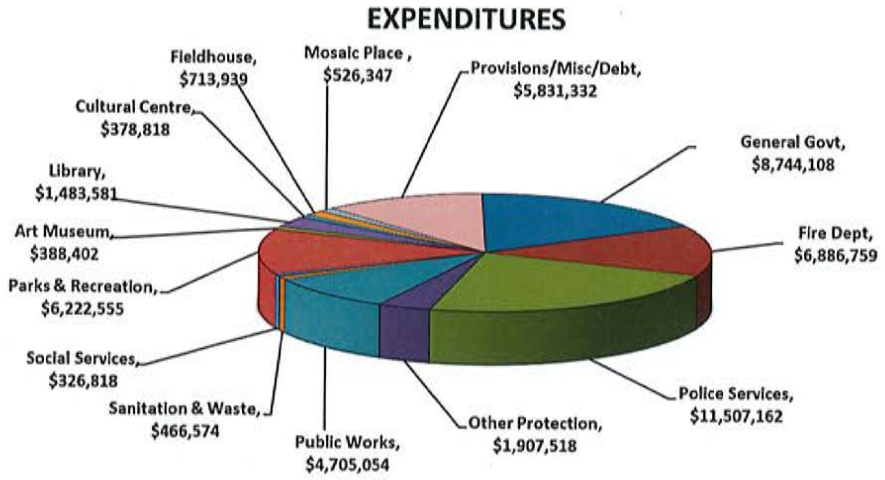
The outcome for funding from these programs will have a positive impact on the various areas that the funds are ultimately used in. The areas most in need of funding are the Waterworks Utility and the General Capital Reserve portion of the Capital Budget.



2020 GENERAL OPERATING BUDGET

Operating Budget Overview

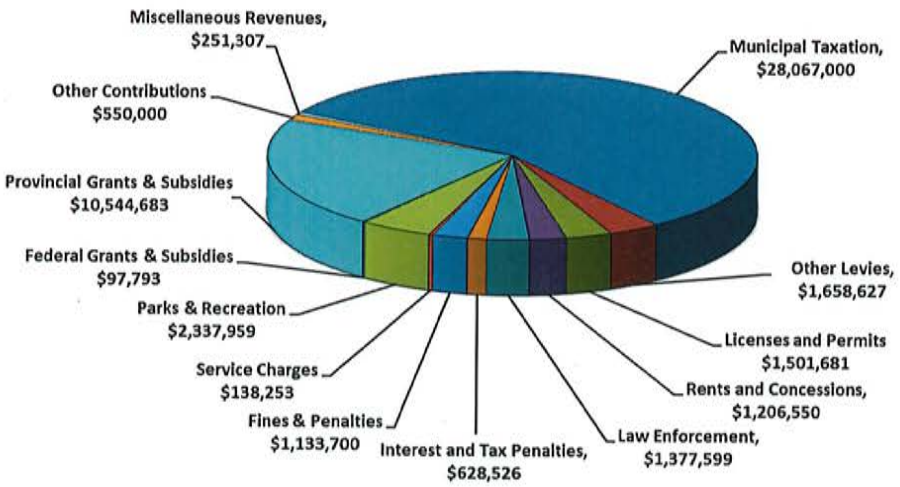
The Operating Budget provides funding for all the City's key service areas:



This budget presented does not include any new initiatives, rather those will be presented to Council as part of the budget process and if approved, will then form party of the Operating Budget.

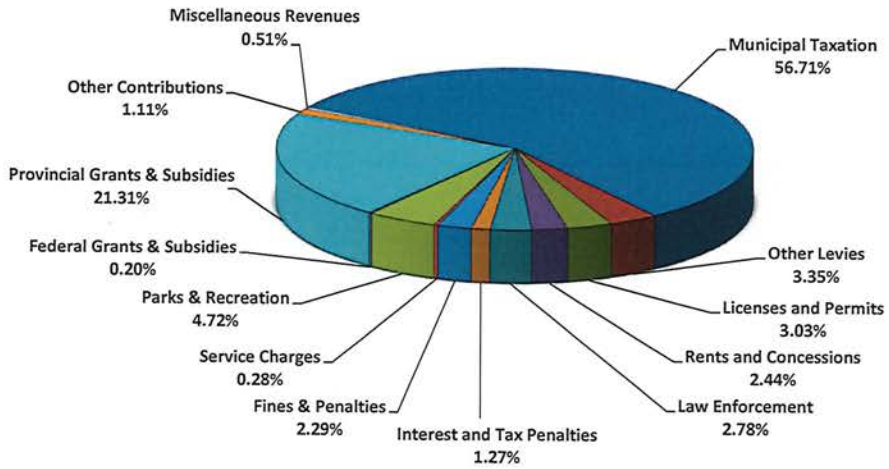
The overall increase in operating budget expenditures is 3.25%. The budget also includes an increase in tax appropriation to other funds. The increase is reflective of directing an additional 1% of municipal taxation to the Capital Budget. The overall municipal tax increase to fund general increased operating costs is 1.02%. This increase will provide funding for inflationary cost increases. The overall municipal tax increase being recommended is 2.02%.

The Operating Budget is funded from the following municipal revenue:



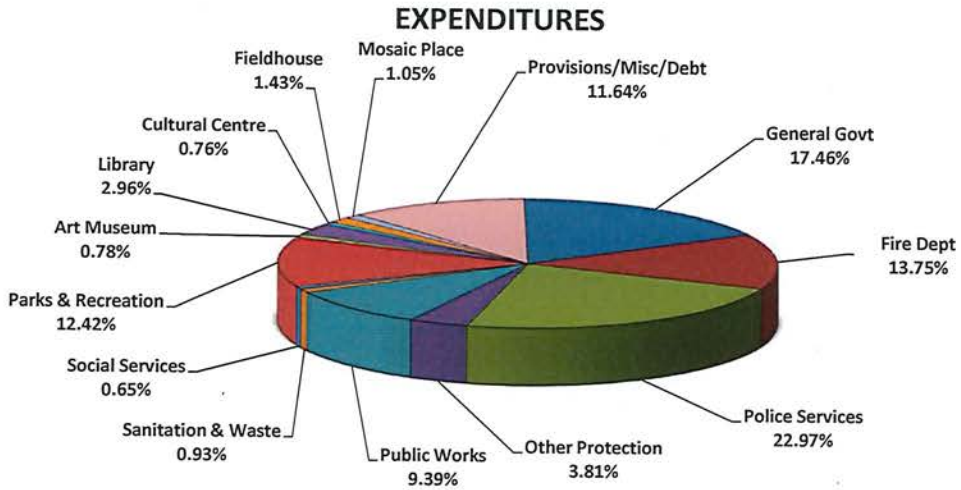
2020 GROSS REVENUES

REVENUES



Gross Revenue Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
Municipal Taxation	27,897,391	28,067,000	169,609	0.61
Other Levies	1,652,326	1,658,627	6,301	0.38
Licenses and Permits	1,452,270	1,501,681	49,411	3.40
Rents and Concessions	1,378,427	1,206,550	(171,877)	(12.47)
Law Enforcement	1,307,099	1,377,599	70,500	5.39
Interest and Tax Penalties	623,753	628,526	4,773	0.77
Fines & Penalties	1,675,000	1,133,700	(541,300)	(32.32)
Service Charges	145,051	138,253	(6,798)	(4.69)
Parks & Recreation	1,627,359	2,337,959	710,600	43.67
Federal Grants & Subsidies	110,467	97,793	(12,674)	(11.47)
Provincial Grants & Subsidies	9,767,416	10,544,683	777,267	7.96
Other Contributions	550,000	550,000	-	0.00
Miscellaneous Revenues	325,488	251,307	(74,181)	(22.79)
Gross Revenues	48,512,047	49,493,678	981,631	2.02

2020 GROSS EXPENDITURES



Gross Expenditure Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
General Govt	8,444,198	8,744,108	299,910	3.55
Fire Dept	6,149,303	6,886,759	737,456	11.99
Police Services	11,116,746	11,507,162	390,416	3.51
Other Protection	1,934,593	1,907,518	(27,075)	(1.40)
Public Works	5,574,847	4,705,054	(869,793)	(15.60)
Sanitation & Waste	451,124	466,574	15,450	3.42
Social Services	237,157	326,818	89,661	37.81
Parks & Recreation	6,026,093	6,222,555	196,462	3.26
Art Museum	393,110	388,402	(4,708)	(1.20)
Library	1,476,790	1,483,581	6,791	0.46
Cultural Centre	376,942	378,818	1,876	0.50
Fieldhouse	-	713,939	713,939	100.00
Mosaic Place	566,370	526,347	(40,023)	(7.07)
Provisions/Misc/Debt	5,764,774	5,831,332	66,558	1.15
Gross Expenditures	48,512,047	50,088,967	1,576,920	3.25

Revenue

City of Moose Jaw
Budget Summary of Revenues

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MUNICIPAL TAXATION	27,863,000	27,897,391	28,067,000	169,609	0.6%
TAXATION MUNICIPAL	**27,863,000**	**27,897,391**	**28,067,000**	**169,609**	**0.6%**
STREET OILING	0	10,000	10,000	0	0.0%
RURAL FIRE CALL REVENUE	445,214	436,326	425,567	(10,759)	(2.5)%
15 WING FIRE SUPPRESSION	1,204,000	1,204,000	1,222,060	18,060	1.5%
FIRE INSURANCE	0	2,000	1,000	(1,000)	(50.0)%
OTHER LEVIES	**1,649,214**	**1,652,326**	**1,658,627**	**6,301**	**0.4%**
BUSINESS LICENSES	243,411	250,234	257,313	7,079	2.8%
DOG LICENSES	42,544	43,000	43,000	0	0.0%
BUILDING PERMITS	150,000	225,000	250,000	25,000	11.1%
SIGNS,BILLBRDS AREAS	838	543	655	112	20.6%
PARKING METER RECEIPTS	700,000	750,000	750,000	0	0.0%
PLUMBING PERMITS	620	982	753	(229)	(23.3)%
TRAILER PERMITS	174,391	159,015	175,000	15,985	10.1%
DOG POUND FEES	4,300	7,660	5,866	(1,794)	(23.4)%
MONUMENT PERMITS	8,248	12,436	9,694	(2,742)	(22.0)%
FIRE CODE PERMITS	4,000	3,400	4,400	1,000	29.4%
TAXI LICENSES	1,500		5,000	5,000	
LICENSES AND PERMITS	**1,329,852**	**1,452,270**	**1,501,681**	**49,411**	**3.4%**
CITY OWNED PROPERTY	152,872	123,055	133,180	10,125	8.2%
INNOVATIVEHOUSING RTLS	29,884	25,235	29,884	4,649	18.4%
FARM LANDS	215,997	215,768	24,381	(191,387)	(88.7)%
HAYING & PASTURE LANDS	12,927	7,555	12,277	4,722	62.5%
SERVICE CENTRE REV	276,082	276,082	276,082	0	0.0%
CITY HALL RENTAL REV	38,129	38,129	38,129	0	0.0%
WORKSHOP REVENUE	550,000	661,487	692,017	30,530	4.6%
WORKSHOP REV - FIRE	1,200	600	600	0	0.0%
AIRPORT CONCESSNRENT	30,109	30,516	0	(30,516)	(100.0)%
RENTS & CONCESSIONS	**1,307,200**	**1,378,427**	**1,206,550**	**(171,877)**	**(12.5)%**
POLICING SERVICES	200,000	160,000	200,000	40,000	25.0%

City of Moose Jaw
Budget Summary of Revenues

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CONTRIBUTION FR CMJ SPEED ENFO	90,000	90,000	110,000	20,000	22.2%
UNCLAIM\SEIZEDPROPSALE	2,500	500	1,000	500	100.0%
PRISONER COST RECOVERY	90,000	90,000	100,000	10,000	11.1%
VICTIM SERVICES REVENUE	83,599	83,599	83,599	0	0.0%
PROVINCIALLY FUNDED POSITIONS	630,000	630,000	630,000	0	0.0%
ALARM RESPONSE - ANNUAL FEE	30,000	30,000	30,000	0	0.0%
ALARM RESPONSE - FALSE ALARMS	8,000	8,000	8,000	0	0.0%
CONTRACTUAL REVENUES	215,000	215,000	215,000	0	0.0%
LAW ENFORCEMENT	**1,349,099**	**1,307,099**	**1,377,599**	**70,500**	**5.4%**
COURT FINES	1,242,000	1,400,000	910,000	(490,000)	(35.0)%
PARKING METER PENALTY	198,600	275,000	223,700	(51,300)	(18.7)%
FINES & PENALTIES	**1,440,600**	**1,675,000**	**1,133,700**	**(541,300)**	**(32.3)%**
INTEREST ON BANK BALS	380,000	299,000	285,000	(14,000)	(4.7)%
PENALTIES ON TAXES	176,000	160,654	185,000	24,346	15.2%
SURCHARGE ON TAXES	158,526	164,099	158,526	(5,573)	(3.4)%
INTEREST & TAX PENALTIES	**714,526**	**623,753**	**628,526**	**4,773**	**0.8%**
CERTIFICATES&SRCH FEES	17,150	25,961	17,150	(8,811)	(33.9)%
TAX ENFRCMT CHGS - TREAS	40,068	36,798	40,068	3,270	8.9%
MONTHLY BLDING REPORTS	72	0	0	0	
TAX ENFRCMT CHGS - ASSMT	18,535	17,192	18,535	1,343	7.8%
PLANNING & ZONING FEES	20,000	28,000	25,000	(3,000)	(10.7)%
ZONING CERTIFICATES	600	600	600	0	0.0%
SUBDIVISION APPROVALS	2,500	5,000	5,000	0	0.0%
STORES REV-HANDLING	31,903	31,500	31,900	400	1.3%
SERVICE CHARGES	**130,828**	**145,051**	**138,253**	**(6,798)**	**(4.7)%**
YMCA	0	7,110	0	(7,110)	(100.0)%
SWIM CLUB RENTALS	6,300	6,300	6,300	0	0.0%
MISCELLANEOUS PRGS	200	135	210	75	55.6%
LEARN TO SWIM	2,144	3,500	2,480	(1,020)	(29.1)%
PUBLIC SWIM	44,641	51,700	51,700	0	0.0%
NOON HOUR SWIM	1,610	780	2,030	1,250	160.3%

City of Moose Jaw
Budget Summary of Revenues

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ADULT SWIM	42	190	190	0	0.0%
PRIVATE RENTALS	240	360	360	0	0.0%
SCHOOL PROGRAMS	200	200	200	0	0.0%
NATATORIUM REVENUE	**55,377**	**70,275**	**63,470**	**(6,805)**	**(9.7)%**
YMCA	8,395	14,053	0	(14,053)	(100.0)%
SWIM CLUB RENTALS	55,941	39,407	42,000	2,593	6.6%
MISCELLANEOUS PRGS	1,840	1,653	2,000	347	21.0%
JOINT USE	24,270	24,270	24,270	0	0.0%
LTS - ADVANCED	30,437	24,973	25,060	87	0.3%
LTS - GENERAL	131,270	140,022	148,000	7,978	5.7%
LEARN TO SWIM	**161,707**	**164,995**	**173,060**	**8,065**	**4.9%**
PUBLIC SWIM	190,187	246,333	189,900	(56,433)	(22.9)%
NOON HOUR SWIM	1,400	3,313	2,030	(1,283)	(38.7)%
ADULT SWIM	1,776	1,971	1,813	(158)	(8.0)%
PRIVATE RENTALS	29,520	31,230	31,230	0	0.0%
SCHOOL PROGRAMS	27,319	28,512	29,025	513	1.8%
MEMBERSHIPS	38,268		73,200	73,200	
KINSMEN SPTSPLEX POOL	**540,623**	**555,737**	**568,528**	**12,791**	**2.3%**
SWIMMING POOL REVENUES	**596,000**	**626,012**	**631,998**	**5,986**	**1.0%**
JOINT USE	10,275	10,100	10,100	0	0.0%
MINOR RENTALS	125,661	129,361	135,645	6,284	4.9%
ADULT RENTALS	587	1,110	1,110	0	0.0%
MISCELL REVENUE	7,600	9,575	7,975	(1,600)	(16.7)%
PUBLIC SKATING	1,471	1,351	1,500	149	11.0%
CONCESSIONS	2,742	2,742	2,742	0	0.0%
NON ICE RENTALS	744	778	440	(338)	(43.4)%
SKATE SHARPENING	591	589	592	3	0.5%
PRIVATE MINOR RENTALS	569	1,473	275	(1,198)	(81.3)%
BERT HUNT ARENA	**150,240**	**157,079**	**160,379**	**3,300**	**2.1%**
JOINT USE	10,100	10,100	10,100	0	0.0%
MINOR RENTALS	104,503	103,372	99,540	(3,832)	(3.7)%
ADULT RENTALS	6,957	6,885	7,925	1,040	15.1%
MISCELL REVENUE	1,389	3,591	1,775	(1,816)	(50.6)%
PUBLIC SKATING	3,588	3,843	4,200	357	9.3%

City of Moose Jaw
Budget Summary of Revenues

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CONCESSIONS	2,742	2,742	2,742	0	0.0%
SKATE SHARPENING	593	591	593	2	0.3%
PRIVATE MINOR RENTALS	216	1,745	685	(1,060)	(60.7)%
WALLY BOSCHUK ARENA	**130,088**	**132,869**	**127,560**	**(5,309)**	**(4.0)%**
JOINT USE	21,518	20,200	20,500	300	1.5%
MINOR RENTALS	135,524	136,512	134,785	(1,727)	(1.3)%
ADULT RENTALS	6,987	6,869	6,987	118	1.7%
MISCELL REVENUE	9,650	9,575	9,650	75	0.8%
PUBLIC SKATING	6,238	6,209	6,209	0	0.0%
CONCESSIONS	3,983	5,100	4,800	(300)	(5.9)%
NON ICE RENTALS	17,477	18,980	17,500	(1,480)	(7.8)%
PRIVATE MINOR RENTALS	4,006	3,619	4,213	594	16.4%
KINSMEN ARENA	**205,383**	**207,064**	**204,644**	**(2,420)**	**(1.2)%**
ARENA REVENUES	**485,711**	**497,012**	**492,583**	**(4,429)**	**(0.9)%**
TURF	306,676		306,676	306,676	
TRACK	65,590		65,880	65,880	
FITNESS PROGRAM	12,163		10,775	10,775	
RECREATION PROGRAM	53,570		53,570	53,570	
RECREATION AND FITNESS PROGRAM	**65,733**		**64,345**	**64,345**	
MEMBERSHIP	97,976		101,575	101,575	
ROOM RENTALS	41,455		29,685	29,685	
SPONSORSHIP/NAMING RIGHTS	60,000		60,000	60,000	
MISCELLANEOUS	10,000		19,400	19,400	
SOCCER/FIELD-HOUSE FACILITY	**647,430**		**647,561**	**647,561**	
DIAMONDS	23,690	20,261	23,813	3,552	17.5%
SPORTS FIELDS	19,293	19,293	16,943	(2,350)	(12.2)%
MISCELLANEOUS	17,376	5,302	5,940	638	12.0%
GRANTS AND CONTRIBUTIONS	150,051	137,431	144,882	7,451	5.4%
RECREATION SERVICES	**210,410**	**182,287**	**191,578**	**9,291**	**5.1%**
COMM ASSOC - ADULT	20,059	36,150	20,362	(15,788)	(43.7)%
COMM ASSOC - CHILD	12,601	18,828	12,601	(6,227)	(33.1)%
COMMUNITYASSOCIATION	**32,660**	**54,978**	**32,963**	**(22,015)**	**(40.0)%**
CEMETERIES - BURIALS	165,618	158,958	165,316	6,358	4.0%
CEMETERIES - INTEREST	126,000	66,277	130,000	63,723	96.1%

City of Moose Jaw
Budget Summary of Revenues

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CEMETERY REVENUE	**291,618**	**225,235**	**295,316**	**70,081**	**31.1%**
WEED CONTROL	10,175	10,175	10,175	0	0.0%
LIBRARY REVENUE	5,436	4,500	4,500	0	0.0%
P&R MTG ROOM REVENUE	3,263	3,660	3,660	0	0.0%
LIBRARY MTG ROOM REVENUE	6,310	3,500	6,500	3,000	85.7%
ART MUSM MTG ROOM REV	4,125	0	4,125	4,125	
LIBRARY FINE REVENUE	16,623	20,000	17,000	(3,000)	(15.0)%
MISCELL P & R REVENUE	**45,932**	**41,835**	**45,960**	**4,125**	**9.9%**
RECREATION&COMM SERV	**2,309,761**	**1,627,359**	**2,337,959**	**710,600**	**43.7%**
FEDERAL GIL OF TAXES	94,935	110,467	97,793	(12,674)	(11.5)%
FEDERAL GRANTS & SUBS	**94,935**	**110,467**	**97,793**	**(12,674)**	**(11.5)%**
PROVINCIAL GIL OF TAXES	486,333	491,041	500,972	9,931	2.0%
HOUSING AUTHORITY - GIL	558,770	575,131	575,589	458	0.1%
C P R - GIL OF TAXES	292,425	292,548	301,227	8,679	3.0%
SPC - FRANCHISE FEE	988,887	988,887	1,017,380	28,493	2.9%
WATER UTILITY-FRANCH FEE	540,304	530,000	556,282	26,282	5.0%
SANSWR UTLTY-FRANCHISE	393,109	383,500	407,885	24,385	6.4%
SOLID WASTE UTLTY-FRANCHISE	231,189	234,958	260,900	25,942	11.0%
EMPLOYMENT GRANT-FIN	1,500	0	0	0	
PROV REV SHARING GRANT	6,176,393	6,181,351	6,831,325	649,974	10.5%
URBAN HIGHWAY CONNECT FUNDING	93,123	90,000	93,123	3,123	3.5%
PROVINCIAL GRANTS & SUB	**9,762,033**	**9,767,416**	**10,544,683**	**777,267**	**8.0%**
ADMINISTRATIVE OVERHD	550,000	550,000	550,000	0	0.0%
OTHER CONTRIBUTIONS	**550,000**	**550,000**	**550,000**	**0**	**0.0%**
PROFIT ON TAX SALES	27,188	0	0	0	
MISCELLANEOUS REVENUE	83,819	160,500	83,819	(76,681)	(47.8)%
IT SERVICES REV - MOSAIC PLACE	57,922	57,922	57,922	0	0.0%
IT SERVICES REVENUE-POLICE	59,566	59,566	59,566	0	0.0%
BANNER REVENUE	3,400	4,000	4,000	0	0.0%
BLUEPRINTING REVENUE		1,000		(1,000)	(100.0)%

City of Moose Jaw
Budget Summary of Revenues

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
LEGAL SERVICES REVENUES	42,500	42,500	46,000	3,500	8.2%
MISCELLANEOUS REVENUE	**274,395**	**325,488**	**251,307**	**(74,181)**	**(22.8)%**
REVENUES	**48,775,443**	**48,512,047**	**49,493,678**	**981,631**	**2.0%**

Expenses

City of Moose Jaw
Budget Functional Areas Summary

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MAYOR & COUNCILLORS	386,476	405,696	382,413	(23,283)	(5.7)%
CITY CLERKS	760,234	843,451	889,235	45,784	5.4%
CITY MANAGER	315,968	325,968	327,696	1,728	0.5%
CITY TREASURER	1,267,455	1,274,160	1,286,242	12,082	0.9%
CITY COMPTROLLER	925,773	982,267	1,008,334	26,067	2.7%
INFORMATION TECHNOLOGY	1,252,260	1,237,870	1,346,472	108,602	8.8%
HUMAN RESOURCE SERVICES	537,230	564,618	607,472	42,854	7.6%
EMPLOYER PAID BENEFITS	991,557	952,775	1,002,091	49,316	5.2%
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
COMMUNICATIONS	102,102	110,876	111,876	1,000	0.9%
SUNDRY	592,652	618,408	646,067	27,659	4.5%
PLANNING & DEVELOPMENT	726,209	727,051	740,964	13,913	1.9%
WATERWORKS RECOVERY	(5,000)	(5,000)	(5,000)	0	0.0%
SAFETY	133,127	100,076	94,828	(5,248)	(5.2)%
GENERAL GOVERNMENT	**8,310,243**	**8,444,198**	**8,744,108**	**299,909**	**3.6%**
FIRE DEPARTMENT	6,754,441	6,149,303	6,886,759	737,456	12.0%
POLICE DEPARTMENT	11,153,495	11,116,746	11,507,162	390,416	3.5%
STREET LIGHTING	893,912	936,110	903,746	(32,364)	(3.5)%
BUILDING & BYLAW	543,046	573,820	574,118	298	0.1%
OTHER PROTECTION	405,796	424,663	429,654	4,991	1.2%
PROTECTION TO PERSONS	**19,750,690**	**19,200,642**	**20,301,439**	**1,100,797**	**5.7%**
CITY ENGINEER'S DEPARTMENT	683,670	807,420	498,737	(308,683)	(38.2)%
STREET & ROADS	1,918,176	2,493,374	2,435,711	(57,663)	(2.3)%
TRAFFIC DIVISION	1,377,657	1,585,077	1,080,000	(505,077)	(31.9)%
WORKSHOP	824,038	688,976	690,606	1,630	0.2%
PUBLIC WORKS	**4,803,541**	**5,574,847**	**4,705,054**	**(869,793)**	**(15.6)%**
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STORM SEWERS	137,435	240,332	248,574	8,242	3.4%
SANITATION & WASTE REMOVAL	**349,435**	**451,124**	**466,574**	**15,450**	**3.4%**
SOCIAL SERVICES	389,136	237,157	326,818	89,661	37.8%
SOCIAL SERVICES	**389,136**	**237,157**	**326,818**	**89,661**	**37.8%**
RECREATION & PARKS ADMIN	1,078,493	1,087,326	1,127,095	39,769	3.7%
PARKS	779,371	730,636	779,622	48,986	6.7%
RECREATION	3,266,405	3,144,517	3,247,414	102,897	3.3%

City of Moose Jaw
Budget Functional Areas Summary

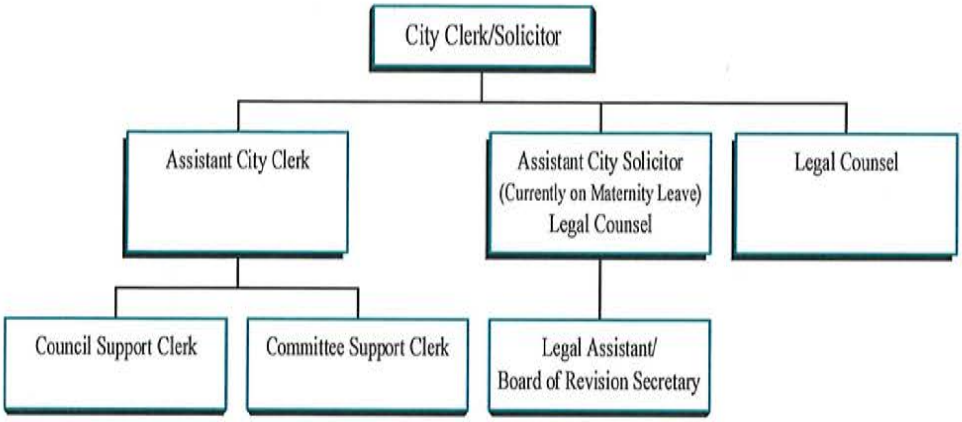
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CEMETERIES	344,708	329,740	333,688	3,948	1.2%
THIRD PARTY FUNDING	109,626	110,633	111,804	1,171	1.1%
DOWNTOWN & SOCCER FACILITIES	188,554	566,370	526,347	(40,023)	(7.1)%
ART MUSEUM	390,659	393,110	388,402	(4,708)	(1.2)%
LIBRARY	1,217,278	1,218,406	1,234,944	16,538	1.4%
LIBRARY MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
SERVICE CENTRE	250,595	279,019	276,082	(2,937)	(1.1)%
WAKAMOW VALLEY AUTHORITY	323,148	327,874	329,612	1,738	0.5%
WILD ANIMAL PARK	3,990	3,190	4,080	890	27.9%
MURALS/CULTURAL CENTRE	385,390	390,100	391,976	1,876	0.5%
FIELDHOUSE	714,517		713,939	713,939	
RECREATION & COMMUNITY	**9,305,259**	**8,839,305**	**9,713,642**	**874,337**	**9.9%**
DEBT CHARGES	15,000	12,900	32,350	19,450	150.8%
DEBT CHARGES	**15,000**	**12,900**	**32,350**	**19,450**	**150.8%**
RESERVES & ALLOWANCES	415,413	1,022,101	651,190	(370,911)	(36.3)%
PROVISIONS FOR RESERVES & ALLO	**415,413**	**1,022,101**	**651,190**	**(370,911)**	**(36.3)%**
MISCELLANEOUS	4,880,113	4,729,773	5,147,792	418,019	8.8%
MISCELLANEOUS	**4,880,113**	**4,729,773**	**5,147,792**	**418,019**	**8.8%**
GENERAL REVENUE FUND	**48,218,830**	**48,512,047**	**50,088,967**	**1,576,919**	**3.3%**

Clerk/Solicitor Department

Overview

In the City of Moose Jaw the City Clerk and the City Solicitor functions are combined in one department. The City Clerk function maintains the records of the City. It coordinates the flow of decisions and agendas required by City Council, Standing Committees and most of the City's Advisory Committees. It also coordinates the flow of decision making for the Development Appeals Board, Municipal Planning Commission and Board of Revision.

The City Solicitor function involves reviewing bylaws and agreements, reviewing contracts with external parties, overall legal risk management and conduct of litigation both by and against the City.



Work Plan Highlights

The primary focus for the Clerks Department in 2020 is preparation for the Municipal Election & School Board Election to be held on November 9, 2020. The extensive work required will begin full-fledged in April including producing Candidate manuals, organizing polling stations and recruiting and training of election workers. The swearing-in of new Council will occur in November 2020. This will involve extensive training and orientation for the new Council. Further, governance processes will be reviewed to ensure meeting best practice. As well, the City of Moose Jaw will be hosting the Saskatchewan Association of City Clerks Conference to be held in April 2020.

On the Solicitor side, significant internal legal time is being devoted to large commercial transactions the City is currently involved with. Further, with the addition of a legal counsel position in the 2019 Budget, the City is taking a much more aggressive stance on bylaw enforcement matters which involve substantial documentation and court time. Further, the ongoing effort to review and revamp older bylaws will continue. The Solicitor's Office will continue undertaking a legal review of all external agreements, a practice we previously did not have the resources to undertake. Advance review is key to mitigating risk.

Financial Summary

The majority of the Clerks Department work will be carried out with existing resources. The largest financial implication will come from the request for additional funds for the 2020 Municipal Election. Financial resources had been expended for the 2018 By-Election. To balance the request for additional funding, a request in the amount of $25,000.00 was made in 2019. An additional $25,000.00 is being requested in 2020. Overall costs will be shared with the school boards. These costs are expected to be lower in 2021. In 2020, Clerks will assume responsibility for the annual membership fees paid to SUMA, FCM and the Chamber of Commerce previously budgeted in the Mayor's budget. This transfer amount is $31,460. An additional amount of $12,000.00 is budgeted for the Council orientation scheduled for November 2020. This cost, as well, would not recur in 2021.

Future Goals

In the future, the Clerks Department projects include a continuation of modernization and implementation of efficient procedures that best serve the Corporation and the citizens of Moose Jaw. The significant effort in organizing and digitizing our historic records in storage will continue ensuring that current files are properly digitized and recorded in an ongoing manner. Further, the eScribe system will be rolled out in the new year to include Advisory Boards, Committees and Commissions.

It is anticipated that the Clerk and Solicitor functions will be re-organized into distinct functional areas in 2021.

City of Moose Jaw
Budget Revenues & Expenditures for Clerks (Summary)

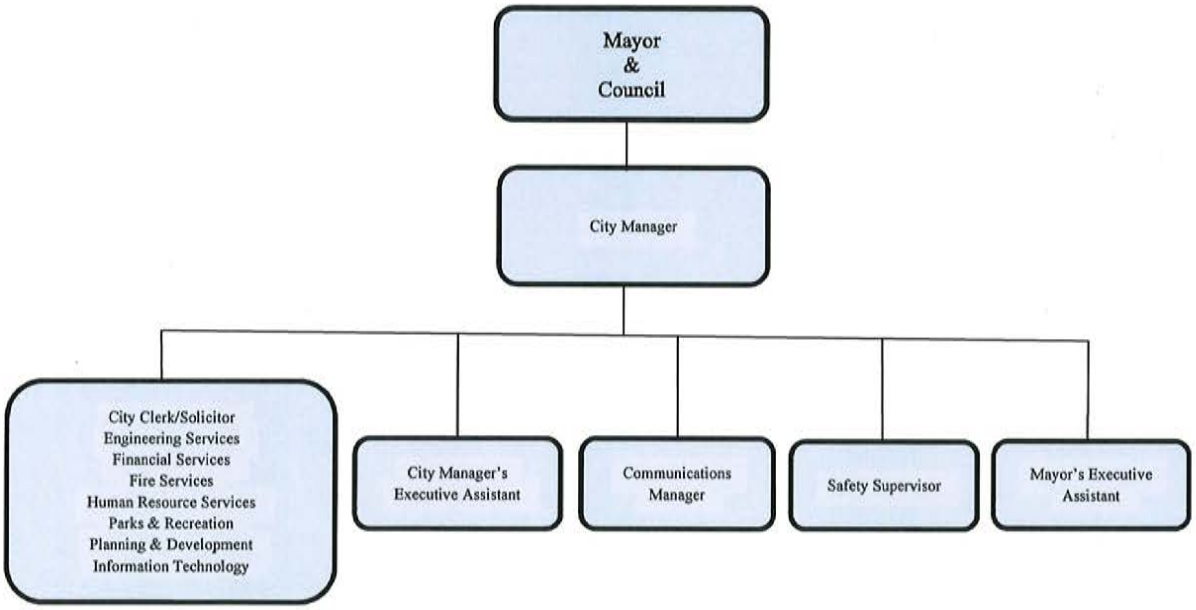
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6002 - SALARIES	582,000	645,215	646,055	840	0.1%
6005 - WORKER'S COMPENSATION	6,300	5,084	6,900	1,816	35.7%
6015 - OFFICE EXPENSE	15,000	23,000	21,000	(2,000)	(8.7)%
6016 - TELEPHONE	7,400	7,338	7,400	62	0.8%
6020 - EQUIPMENT RESERVE CNT	7,614	7,614	6,110	(1,504)	(19.8)%
6025 - TRAVEL & CONVENTIONS	3,200	6,500	7,800	1,300	20.0%
6026 - EDUCATION & TRAINING	1,670	12,200	12,800	600	4.9%
6027 - DUES & MEMBERSHIPS	9,500	9,500	46,170	36,670	386.0%
6028 - SUBSCRIPTIONS & PUBS	39,000	31,000	39,000	8,000	25.8%
6053 - LEGAL FEES-SPECIAL PROJ	49,900	50,000	45,000	(5,000)	(10.0)%
6066 - BOARD OF REVISION	19,000	25,000	18,000	(7,000)	(28.0)%
6090 - CONTRACTUAL SERVICES	19,650	21,000	33,000	12,000	57.1%
CITY CLERK/SOLICITOR	**760,234**	**843,451**	**889,235**	**45,784**	**5.4%**
6078 - ELECTIONS	1,544	25,500	25,000	(500)	(2.0)%
6079 - ADVERTISING & MISC	3,800	6,000	6,000	0	0.0%
6085 - ENVIRONMENT ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6086 - HERITAGE ADVISORY COMMITTEE	500	1,000	1,000	0	0.0%
6087 - SPECIAL NEEDS ADVISORY COMMITT	0	1,000	1,000	0	0.0%
6088 - CULTURAL DIVERSITY ADV COMM	500	1,000	1,000	0	0.0%
6093 - HOUSING ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6094 - DEVELOPMENT APPEALS BOARD	925	3,000	1,400	(1,600)	(53.3)%
6090 - YOUTH ADVISORY COMMITTEE	2,000	2,000	2,000	0	0.0%
SUNDRY	**9,269**	**41,500**	**39,400**	**(2,100)**	**(5.1)%**
GRAND TOTAL	**769,503**	**884,951**	**928,635**	**43,684**	**4.9%**

City Manager/Communications/Safety Services

City Manager

Overview

The Office of the City Manager assists City Council in the decision-making process through the preparation of reports that provide relevant background information, analysis, alternatives, financial implications and recommendations. The City Manager has the responsibility to implement all decisions of City Council, ensures the efficient and effective delivery of all programs and services, ensures that the objectives of the Strategic Plan are followed and build team and service-based culture. The City Manager acts as the Chief Strategist and Policy Advisor to City Council and is directly accountable and responsible to City Council.



Financial Summary

There are no major overall financial changes required as all goals will be implemented within existing resources and staffing.

Work Plan Highlights and Future Goals

Culture – Year 2 of 5 Enhanced Culture of Accountability	Build upon work of 2018/19. Extend to front line staff. Continue to build Team. Hold all Departments accountable to finish work plans. Meet deadlines. Internal Service Standards.	
Year 1 of 5 Core Service Review, centralization and integration	Complete review of Core Services. Electrical, Mechanical, Plumbing, Carpentry Equipment & Vehicles Purchasing & Stores In-house Engineering implemented. In-house Construction Crew.	
Strategic Plan	Support all areas. Many of the strategic objectives are integrated into day to day business practices. Six-month updates provided to Council and the Community. Strategic Plan – attached.	
Leverage Technology to enhance Productivity	eSCRIBE meeting agenda software implemented – 2019. Enhanced Payroll Program Implemented – 2019. Request for Service Application Implemented – 2019. New Website/Branding/Economic Development implemented – 2020. Occupational Health & Safety Tracking System implemented – 2020. Core Financials implemented – 2021. Non-Core Financials implemented – 2022.	
Economic Development Areas	Work with Carpere to bring tenants to Industrial Park. Continue to support the super Economic Development Team. Assist River Street Development Initiative. Chief Negotiator for major projects and negotiations.	

Safety Services

Overview

Safety Services supports continuous improvement of a healthy and safe workplace by championing the promotion of an improved corporate safety culture throughout all City departments by building consensus and developing and maintaining effective partnerships with internal and external stakeholders.

Work Plan Highlights

2020 will see the continued implementation and maintenance of the Compliance Improvement Action Plans developed in response to the Ministry of Labour Relations and Workplace Safety, Occupational Health and Safety Division's March 2019 mandate of a 25 % overall reduction in injuries.

City staff will participate in the University of Regina Safety Culture Survey in the fall of 2019. This survey will provide information on employees perceived safety throughout the organization and includes a customized report on physical and psychological safety climate with additional scores on employee engagement and turnover intentions. Any additional action plans identified from the audit, will also be developed and implemented.

Financial Summary

Financial implications for 2020 workplans are included in the department's operating budget figures.

Future Goals

Included in this budget is a proposal for a safety management software system to track, cost, and manage actions driven from safety incidents and activities and to centralize information of same.

City of Moose Jaw
Communications
Budget 2020

COMMUNICATIONS BUSINESS PLAN 2020
Department Support Goals

ENGINEERING

- Education campaigns related to recycling/waste, what our road crews "actually" do and underground repairs.
- Enhanced capital construction communications practices as outlined in the adopted Communications Policy.

PARKS & RECREATION

- Marketing campaigns about recreational opportunities.
- Enhanced use of social media to promote facilities/programs.

PLANNING & DEVELOPMENT

- Continue to assist Manager of Economic Development with City marketing materials, including video.
- Work with Mgr. Economic Development to nurture community partnerships and strategies related to promoting the "Canada's Most Notorious City" brand

HUMAN RESOURCES

- Creation of Internal Customer Service Campaign Video.
- Assist in creation of Employee Satisfaction Survey.
- Continued production of quarterly Employee Newsletter.

FINANCE

- Production of educational content related to City finances.

INFORMATION TECHNOLOGY

- Work closely with IT on launch/updating of new website and RFS app

CITY CLERK/SOLICITOR'S OFFICE

- Continue to provide support through advertising notices, creating surveys, assistance to Advisory Committees where necessary, etc.
- Will assist in marketing content related to 2020 Municipal Election.

PROFILE

The communications goal in 2020 is to provide enhanced engagement with Moose Javians, while further educating taxpayers about the programs and services provided by the City of Moose Jaw.

Communications also has a responsibility to provide exceptional internal communications support to City employees, so they are aware of the multiple health, safety and career enhancement opportunities available to them.

In 2020 there will be greater communications technology at our disposal (new website and Request for Service app), and we will try to maximize their potential while still offering personal, "one on one" communication where possible.

CITY OF MOOSE JAW
STRATEGIC PLAN
2019

VISION

We are a Community Built on Values

MISSION

Share our Story

VALUES

These values guide behavior and decision making as well as an overt commitment to each other and the community we serve.

- We will walk the talk by living what you want to see in our community.
- We will have the courage to try new things, and not be afraid action could lead to failure.
- We will be customer-focused in our deliberations and actions.
  - Responsive to citizen needs.
  - Solution focused.
  - Start with 'YES' in serving the community.
- We will not be afraid of being challenged by the public, or to challenge the community.
- We will always start with open, honest, and frank conversations with our stakeholders.
- We will clearly define what we do and do it well. We will not do what we don't do well.
- We will be forward thinking and innovative in identifying problems and finding solutions.
- In any meetings, public or private, we will leave our negativity and our egos at the door.
- We will recognize that disagreement can be communicated without being disagreeable, angry, or disrespectful.
- We will not betray the trust that exists when we are together, or the trust instilled to us by the public we serve.
- We agree the past will remain in the past, unless it is something to be celebrated and appreciated.
- We operate as one family and one community with the goal of making the community better and preparing it for the future.

OBJECTIVES & ACTION

Transportation and Infrastructure
- Ridesharing – Bylaw in place.
- Transit System – Review of system in process.

Regional Collaboration
- Moose Jaw/Regina Corridor.
- Meeting with RM of Moose Jaw.

People and Culture
- Wild Animal Park – renamed to tatawâw park.
- Meet with Elders and First Nations in Moose Jaw.
- Calls for Action.

Entrepreneurial Civic Administration
- Core services review in process.
- Reduce red tape.
- Internal Economic Development Super Committee.
- Updated Information Technology systems. eSCRIBE implemented, Request for Service App – internal testing – November 2019; Payroll implemented January 1, 2020; new website.
- Communications and marketing.
- In-house Engineering.

Agriculture, Diversification and Innovation
- Southeast Industrial Park Concept Plan created.
- SaskPower attracted.
- Carpere sale in process.

Core Amenities and Services
- Benches/Banners/Downtown cleanliness.
- Assist Downtown Business Association to organize.
- River Street Discussion – initialized.

Branding – Moose Jaw Story
- Finalized "Canada's Most Notorious City" branding.
- Support community and groups to lead branding initiative and implementation.

City of Moose Jaw
Budget Revenues & Expenditures for City Manager (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	73,000	73,000	73,000	0	0.0%
CAR ALLOWANCE	1,200	1,200	1,200	0	0.0%
WORKER'S COMPENSATION	2,050	2,050	2,050	0	0.0%
OFFICE EXPENSE	5,000	5,000	4,000	(1,000)	(20.0)%
TELEPHONE	4,200	4,200	4,200	0	0.0%
TRAVEL & CONVENTIONS	1,353	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	4,641	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	12,782	12,782	13,099	317	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	18,776	40,628	41,635	1,007	2.5%
EDUCATION & TRAINING	2,000	2,000	2,000	0	0.0%
DUES & MEMBERSHIPS	31,000	31,000	0	(31,000)	(100.0)%
SUBSCRIPTIONS & PUBS	100	100	100	0	0.0%
MAYOR'S REMUNERATION	80,018	79,108	81,736	2,628	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	151,224	149,508	154,476	4,968	3.3%
PUBLIC RECEIPTIONS & ENT	4,000	4,000	4,000	0	0.0%
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%

City of Moose Jaw
Budget Revenues & Expenditures for City Manager (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	4,908	4,902	5,016	114	2.3%
ADVERTISING & MISC	4,000	4,000	4,000	0	0.0%
SOUVENIRS & PROMOTION	5,000	5,000	5,000	0	0.0%
MAYOR & COUNCILLORS	**386,476**	**405,696**	**382,413**	**(23,283)**	**(5.7)%**
SALARIES	270,000	270,000	272,000	2,000	0.7%
CAR ALLOWANCE	6,120	6,120	6,120	0	0.0%
WORKER'S COMPENSATION	2,500	2,500	3,300	800	32.0%
OFFICE EXPENSE	5,000	5,000	5,000	0	0.0%
TELEPHONE	4,000	4,000	4,400	400	10.0%
EQUIPMENT RESERVE	2,348	2,348	2,376	28	1.2%
TRAVEL & CONVENTIONS	10,500	10,500	8,000	(2,500)	(23.8)%
EDUCATION & TRAINING	7,000	7,000	6,000	(1,000)	(14.3)%
DUES & MEMBERSHIPS	1,000	1,000	1,000	0	0.0%
SUBSCRIPTIONS & PUBS	500	500	1,500	1,000	200.0%
CONTRACTUAL SERVICES	5,000	15,000	15,000	0	0.0%
ADMINISTRATIVE REVIEW OFFICE	2,000	2,000	3,000	1,000	50.0%
CITY MANAGER	**315,968**	**325,968**	**327,696**	**1,728**	**0.5%**
SALARIES	68,752	77,426	77,426	0	0.0%
WORKER'S COMPENSATION	800	950	950	0	0.0%
OFFICE EXPENSE	2,000	2,000	2,000	0	0.0%
TELEPHONE	1,500	2,000	1,500	(500)	(25.0)%
EQUIPMENT RESERVE CNT		0		0	
TRAVEL & CONVENTIONS	1,800	1,500	3,000	1,500	100.0%
EDUCATION & TRAINING	2,250	2,000	2,000	0	0.0%
ADVERTISING & MISC	16,000	16,000	16,000	0	0.0%
CONTRACTUAL SERVICES	9,000	9,000	9,000	0	0.0%
COMMUNICATIONS	**102,102**	**110,876**	**111,876**	**1,000**	**0.9%**
SALARIES	95,400	93,756	97,308	3,552	3.8%
CAR ALLOWANCE	750	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	983	(31,887)	(45,932)	(14,045)	44.0%

City of Moose Jaw
Budget Revenues & Expenditures for City Manager (Summary)

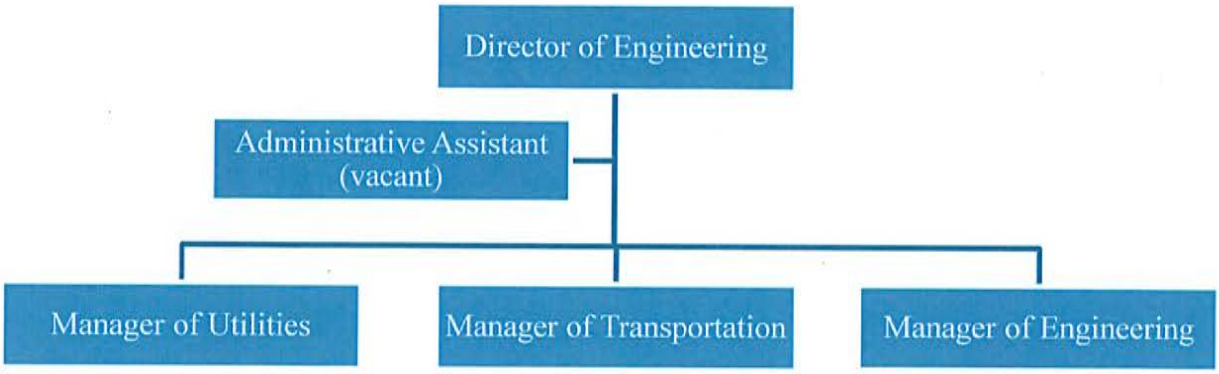
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
OFFICE EXPENSE	1,300	1,308	1,308	0	0.0%
TELEPHONE	1,600	1,600	1,600	0	0.0%
EQUIPMENT RESERVE CNT		0	224	224	
TRAVEL & CONVENTIONS	1,000	2,000	2,000	0	0.0%
EDUCATION & TRAINING	15,000	15,000	15,000	0	0.0%
DUES & MEMBERSHIPS	110	315	315	0	0.0%
SUBSCRIPTIONS & PUBS	3,500	3,500	8,500	5,000	142.9%
RENT	984	984	1,005	21	2.1%
ADVERTISING & MISC	0	0	0	0	
CONTRACTUAL SERVICES	12,500	12,500	12,500	0	0.0%
SAFETY	**133,127**	**100,076**	**94,828**	**(5,248)**	**(5.2)%**
GRAND TOTAL	**937,673**	**942,616**	**916,813**	**(25,803)**	**(2.7)%**

Engineering Department

Overview

The Engineering Department provides the essential services that underpin and support our Community. They are the basis for our quality of life and are major contributors to public health, safety, and the wellbeing of our Citizens. They include the provision of potable water, collection of sewage and solid waste, and the transportation of people and goods.

Broadly, there are 42 general services provided, some directly public facing and other 'behind the scenes' to support the provision of services. The Department will receive an estimated 6,904 public Requests for Service in 2019 and will achieve a closure rate of 94%.



Utilities – responsible for the distribution, collection and treatment of water and wastewater, the collection of waste and recycling, and the landfill.
Ensures safe and secure water and wastewater services through maintenance and repair and maintaining regulatory compliance. From the Buffalo Pound Water Treatment Plants clear well through to the reservoirs and pump stations to the distribution mains. Then collecting the sanitary sewage through the collection mains, sewage lift stations to the wastewater treatment plant for discharge to river or farmland irrigation. Solid Waste Utility area provides waste management services for Moose Jaw and the region. This includes collection within the City and the landfill. The landfill is regulated and permitted by the Province.

Transportation – responsible for streets and roads, transit, and fleet.
Effectively maintain roads, sidewalks, alleys, and bridges to ensure a safe and reliable transportation system for the Community. This area also includes the traffic signals and storm water system. Transit provides safe and reliable public transit services to the Community through three programs: regular bus service, para-transit service, and a charter service.

Engineering – responsible for delivery of Capital, construction, development, engineering & technical support, and coordination of asset management.
Ensure that Capital is effectively and responsibly invested in infrastructure through the application of engineering expertise and practice.

Work Plan Highlights

The Theme of 2020 and of the Business Plan is a: "Proactive Approach". This is the intersection of three activities and principals: Planning, Procedures, and Product (or service). This supports continuous and systematic improvements to customer service and operational efficiency of the Department.

There are no major requests for the 2020 Budget Year. The Year will focus on delivery of previous approved major initiatives including:

- Delivery of the enhanced Winter Maintenance Policy;
- On boarding of the new construction crew and addressing repair backlog;
- Initiation of the Automated Meter Infrastructure project; and,
- Formulate and implement a Road Maintenance Policy as requested by City Council.

Further activities include: The implementation of changes to the Water and Sewer Connection Bylaw, addressing information and public education on lead service connections, and, reviewing and reporting on narrow streets. As well, Operations will develop level of service timelines for public services.

Water main breaks continue to be an issue and are on pace to be one of the worst years on record; it is currently estimated there will be 120 in 2019.

2019 saw a significant reduction in the closure times on public Requests for Service as a result of policy changes implemented.

2019 was another significant year for Capital construction. Planning and design of several major projects were completed this year. A projected 95% of budget has been expended, committed to contracts, or, has design completed and is ready for construction.

This will lead to the construction of several major projects in 2020 including the High Service Pumphouse Replacement and the Buffalo Pound Transmission Line Pumping and Electrical Upgrade.

Financial Summary

Utilities

Twenty-two (22) services provided
Number of Public Requests for Service – 4,176
Public Request for Service closure rate of 97%

Water Utility
Operating $11,936,008 Capital $25,053,000

Wastewater Utility
Operating $8,854,777 Capital $4,216,000

Solid Waste Utility
Operating $5,054,202 Capital $117,500

Transportation
Seventeen (17) services provided
Number of Public Requests for Service – 2,728
Public Request for Service closure rate of 86%

Transportation
Operating $4,203,311 Capital $6,096,400

Transit
Operating $1,700,865 Reserve $330,000

There are three new initiatives being requested:

Material crushing	est. $200,000 (Has a payback.)
Slumping strategy	est. $100,000
Fluoride renewal	est. $1,000,000 (This is renewal of an existing system that has failed.)

Separate reports are being submitted to Budget Committee on these initiatives for City Council's consideration.

Future Goals

The implementation of a modern Request for Service system will enhance the transparency and reporting of customer facing services. Developing typical timelines for services will also help communication with customers.

Implementing and learning a new payroll system should lead to some efficiencies and an enhanced understanding of leave, and human resource reporting.

Addressing the landfill and completing the Solid Waste Masterplan remains a priority and will be completed in 2020.

City of Moose Jaw
Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
STREET LIGHTING	893,912	936,110	903,746	(32,364)	(3.5)%
OTHER PROTECTION	71,000	81,000	82,620	1,620	2.0%
PROTECTION TO PERSONS	**964,912**	**1,017,110**	**986,366**	**(30,744)**	**(3.0)%**
CITY ENGINEER'S DEPARTMENT	683,670	807,420	498,737	(308,683)	(38.2)%
STREET & ROADS	1,918,176	2,493,374	2,435,711	(57,663)	(2.3)%
TRAFFIC DIVISION	1,377,657	1,585,077	1,080,000	(505,077)	(31.9)%
WORKSHOP	824,038	688,976	690,606	1,630	0.2%
PUBLIC WORKS	**4,803,541**	**5,574,847**	**4,705,054**	**(869,793)**	**(15.6)%**
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STORM SEWERS	137,435	240,332	248,574	8,242	3.4%
SANITATION & WASTE REMOVAL	**349,435**	**451,124**	**466,574**	**15,450**	**3.4%**
PARA-TRANSIT SUBSIDY	349,034	197,055	285,743	88,688	45.0%
SOCIAL SERVICES	**349,034**	**197,055**	**285,743**	**88,688**	**45.0%**
MISCELLANEOUS EXPENDITURES	1,229,601	1,075,815	1,233,487	157,672	14.7%
MISCELLANEOUS	**1,229,601**	**1,075,815**	**1,233,487**	**157,672**	**14.7%**
GRAND TOTAL	**7,696,523**	**8,315,951**	**7,677,224**	**(638,727)**	**(7.7)%**

City of Moose Jaw
Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
STREET LIGHTING	889,127	931,325	898,908	(32,417)	(3.5)%
DECORATIVE LIGHTING	4,785	4,785	4,838	53	1.1%
STREET LIGHTING	**893,912**	**936,110**	**903,746**	**(32,364)**	**(3.5)%**
PEST CONTROL	9,000	9,390	9,580	190	2.0%
WIG WAGS AND CROSSING	22,000	23,118	23,580	462	2.0%
FLOOD CONTROL	40,000	48,492	49,460	968	2.0%
OTHER PROTECTION	**71,000**	**81,000**	**82,620**	**1,620**	**2.0%**
PROTECTION TO PERSONS	**964,912**	**1,017,110**	**986,366**	**(30,744)**	**(3.0)%**
SALARIES	1,105,000	1,165,000	448,938	(716,062)	(61.5)%
CAR ALLOWANCE	900	1,500	1,500	0	0.0%
WORKER'S COMPENSATION	68,000	68,000	72,341	4,341	6.4%
CANADA PENSION PLAN	230,000	242,000	212,327	(29,673)	(12.3)%
EMPLOYMENT INSURANCE	110,000	117,200	118,065	865	0.7%
PENSION	375,000	375,000	349,225	(25,775)	(6.9)%
HEALTH BENEFIT	143,000	153,000	130,012	(22,988)	(15.0)%
OFFICE EXPENSE	22,700	22,500	23,000	500	2.2%
TELEPHONE	20,700	20,000	21,000	1,000	5.0%
EQUIPMENT RESERVE CNT	49,557	49,557	56,941	7,384	14.9%
TRAVEL & CONVENTIONS	5,500	6,000	6,000	0	0.0%
EDUCATION & TRAINING	15,000	15,000	15,500	500	3.3%
DUES & MEMBERSHIPS	4,500	5,000	5,000	0	0.0%
CONTRACTUAL SERVICES	7,000	10,000	10,000	0	0.0%
RADIO COMMUNICATIONS	20,000	41,000	41,000	0	0.0%
BLUEPRINT & DRAFT SUP	6,000	9,000	9,000	0	0.0%
SURVEY TRUCK EXPENSE	11,500	14,000	14,000	0	0.0%
SURVEY SUPPLIES & EQP	5,000	6,500	6,500	0	0.0%
DIGITAL CADASTRAL MAPS	6,000	9,000	9,000	0	0.0%
WATERWORKS	(473,947)	(473,947)	(478,644)	(4,697)	1.0%
STREETS & ROADS	(18,477)	(18,477)	(18,477)	0	0.0%
SCAVENGING	(5,765)	(5,765)	(5,765)	0	0.0%
BLUEPRINTING	0	(150)	0	150	(100.0)%
SANITARY SEWAGE SYS	(321,127)	(321,127)	(310,717)	10,410	(3.2)%
ADMIN OVERHEAD	(450,000)	(450,000)	0	450,000	(100.0)%
FRINGE BENEFIT OHD	(113,250)	(113,250)	(113,250)	0	0.0%

City of Moose Jaw
Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SOLID WASTE UTILITY	(139,121)	(139,121)	(123,759)	15,362	(11.0)%
CITY ENGINEER'S DEPARTMENT	**683,670**	**807,420**	**498,737**	**(308,683)**	**(38.2)%**
TRAVEL & CONVENTIONS	6,000	6,051	6,172	121	2.0%
EDUCATION & TRAINING	34,000	34,467	35,156	689	2.0%
RENT	18,893	18,893	18,893	0	0.0%
GENERAL REPAIRS & SUPP	11,000	11,000	11,220	220	2.0%
SICKNESS & HOLIDAYS	160,000	177,518	177,518	0	0.0%
EARTH & GRAVEL ROADS	75,000	74,291	76,066	1,775	2.4%
PAVED ROAD MAINT	450,000	455,114	455,114	0	0.0%
SEALING & CAPPING	15,000	184,107	184,107	0	0.0%
STREET OILING	1,500	20,000	20,400	400	2.0%
STREET SANDING	300,000	255,514	261,000	5,486	2.1%
SNOW OPERATIONS	500,000	898,596	927,807	29,211	3.3%
SIDEWALK, CURB&GUTTER	7,000	9,601	10,000	399	4.2%
LANES	100,000	98,956	100,900	1,944	2.0%
WORKSHOP	5,137	5,137	5,240	103	2.0%
GUARD RAILS	4,000	4,021	4,100	79	2.0%
BRIDGES	8,000	12,842	13,100	258	2.0%
STANDS,PARADES&BARRIC	15,000	12,485	12,735	250	2.0%
MUNICIPAL AIRPORT	131,646	131,646	31,383	(100,263)	(76.2)%
FOREMAN EXPENSES	68,000	68,000	69,360	1,360	2.0%
FOREMAN'S TRUCK EXP	7,000	13,860	14,140	280	2.0%
YARD MAINTENANCE	1,000	1,275	1,300	25	2.0%
STREET & ROADS	**1,918,176**	**2,493,374**	**2,435,711**	**(57,663)**	**(2.3)%**
PARKING LOT MAINT	24,000	24,861	25,700	839	3.4%
PARKING METER REPAIRS	80,000	110,891	113,100	2,209	2.0%
TRAFFIC COUNTS	7,500	9,186	9,400	214	2.3%
TRAFFIC & STREET SIGNS	58,664	58,664	59,800	1,136	1.9%
PAINTING TRAFFIC LINES	128,493	128,493	135,000	6,507	5.1%
TRAFFIC LIGHT MAINT	110,000	96,273	100,000	3,727	3.9%
PHOTO RADAR EXPENDITURES	0	900,000	0	(900,000)	(100.0)%
CONT TRAFFIC SAFETY INITIATIVE	969,000	256,709	637,000	380,291	148.1%
TRAFFIC DIVISION	**1,377,657**	**1,585,077**	**1,080,000**	**(505,077)**	**(31.9)%**
SALARIES	390,000	445,138	445,138	0	0.0%
TELEPHONE	1,390	1,390	1,420	30	2.2%

City of Moose Jaw
Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
EDUCATION & TRAINING	11,000	15,000	15,300	300	2.0%
RENT	81,648	81,648	81,648	0	0.0%
GENERAL REPAIRS & SUPP	70,000	60,700	62,000	1,300	2.1%
P &R (PROFIT)/LOSS	90,000	0	0	0	
ENGINEER'S (PROFIT)/LOSS	100,000	0	0	0	
EQUPMT REPAIR CLAIMS- ENG	0	100	100	0	0.0%
SICKNESS & HOLIDAYS	80,000	85,000	85,000	0	0.0%
WORKSHOP	**824,038**	**688,976**	**690,606**	**1,630**	**0.2%**
PUBLIC WORKS	**4,803,541**	**5,574,847**	**4,705,054**	**(869,793)**	**(15.6)%**
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STREET CLEANING	**212,000**	**210,792**	**218,000**	**7,208**	**3.4%**
MAINS MAINTENANCE	50,000	121,636	126,501	4,865	4.0%
CULVERT MAINTENANCE	17,862	17,862	18,500	638	3.6%
CATCH BASIN MAINTENANCE	60,000	91,261	94,000	2,739	3.0%
MANHOLE MAINTENANCE	5,311	5,311	5,311	0	0.0%
OPEN DITCH & CREEK MAINT	4,262	4,262	4,262	0	0.0%
STORM SEWERS	**137,435**	**240,332**	**248,574**	**8,242**	**3.4%**
SANITATION & WASTE REMOVAL	**349,435**	**451,124**	**466,574**	**15,450**	**3.4%**
PARA-TRANSIT SUBSIDY	349,034	197,055	285,743	88,688	45.0%
SOCIAL SERVICES	**349,034**	**197,055**	**285,743**	**88,688**	**45.0%**
DOWNTOWN MAINTENANCE	42,000	42,155	43,800	1,645	3.9%
TRANSIT SYSTEM SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
MISCELLANEOUS	**1,229,601**	**1,075,815**	**1,233,487**	**157,672**	**14.7%**
GRAND TOTAL	**7,696,523**	**8,315,951**	**7,677,224**	**(638,727)**	**(7.7)%**

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Transit

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
BUS EARNINGS	89,000	100,000	90,000	(10,000)	(10.0)%
BUS EARNINGS CHARTER	15,000	20,000	15,000	(5,000)	(25.0)%
MONTHLY PASSES - ADULT	72,000	102,000	75,000	(27,000)	(26.5)%
MONTHLY-STUDENT PUBLIC	70,000	82,400	70,000	(12,400)	(15.0)%
MONTHLY-STUDENT OTHER	0	0	0	0	
MONTHLY PASSES -FAMILY	10,000	14,000	10,000	(4,000)	(28.6)%
MONTHLY PASSES-SENIORS	4,000	5,000	5,000	0	0.0%
MONTHLY PASSES	156,000	203,400	160,000	(43,400)	(21.3)%
YEARLY PASSES-SENIORS	20,107	32,000	20,000	(12,000)	(37.5)%
ADVERTISING	24,100	29,000	24,000	(5,000)	(17.2)%
MISCELLANEOUS REVENUE	0	0	0	0	
SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
TRANSIT REVENUE	**1,491,808**	**1,418,060**	**1,498,687**	**80,627**	**5.7%**
VEHICLE MAINTENANCE	415,000	415,000	436,000	21,000	5.1%
UNIFORMS & SUPPLIES	6,500	6,500	7,500	1,000	15.4%
TRNSFRS/COIN WRAPPERS	7,000	7,000	7,140	140	2.0%
LICENSES	17,200	17,200	17,500	300	1.7%
INSURANCE	20,352	19,700	20,100	400	2.0%
SUNDRY	5,500	3,000	5,500	2,500	83.3%
SHELTER REPAIR & MAINT	3,500	3,500	3,570	70	2.0%
RADIO	6,000	1,500	3,000	1,500	100.0%
BUS STOP SIGNS	1,500	1,500	1,530	30	2.0%
OPERATOR'S WAGES	430,000	430,000	430,000	0	0.0%
TRANSPORTATION	497,552	489,900	495,840	5,940	1.2%
SALARIES	65,000	65,000	65,000	0	0.0%
OFFICE EXPENSE	3,500	3,500	3,500	0	0.0%
TELEPHONE	5,100	5,000	5,000	0	0.0%
ADVERTISING	7,000	9,000	9,000	0	0.0%
WORKER'S COMPENSATION	7,600	7,850	6,000	(1,850)	(23.6)%
EMPLOYMENT INSURANCE	13,500	15,000	16,500	1,500	10.0%
GROUP LIFE INSURANCE	660	770	1,130	360	46.8%
LTD INSURANCE	7,700	8,560	8,560	0	0.0%
CANADA PENSION PLAN	29,500	29,500	30,400	900	3.1%
PENSION	40,500	39,000	37,125	(1,875)	(4.8)%

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Transit

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
TRAVEL & CONVENTIONS	3,000	3,000	3,060	60	2.0%
CAR ALLOWANCE	500	1,500	1,500	0	0.0%
SICKNESS & HOLIDAYS	75,000	78,000	78,000	0	0.0%
RENT	2,540	2,239	2,540	301	13.4%
ALLOC TO HANDI BUS SER	0	0	0	0	
HEALTH BENEFIT	20,500	21,700	16,177	(5,523)	(25.5)%
EDUCATION & TRAINING	5,000	5,000	5,100	100	2.0%
EQUIPMENT RESERVE CONT	292,656	218,541	278,255	59,714	27.3%
ADMINISTRATION	579,256	513,160	566,847	53,687	10.5%
TRANSIT EXPENDITURES	**1,491,808**	**1,418,060**	**1,498,687**	**80,627**	**5.7%**
USER FARES	16,000	25,000	16,000	(9,000)	(36.0)%
BUS EARNINGS CHARTER	675	5,000	1,000	(4,000)	(80.0)%
PROV GOVT FUNDING	164,026	225,000	200,000	(25,000)	(11.1)%
SOC SERVICES FUNDING	8,500	12,000	9,000	(3,000)	(25.0)%
SUBSIDY	349,034	197,055	285,743	88,688	45.0%
PARA-TRANSIT REVENUES	**538,235**	**464,055**	**511,743**	**47,688**	**10.3%**
VEHICLE MAINTENANCE	120,000	75,000	100,000	25,000	33.3%
UNIFORMS & SUPPLIES	2,000	2,000	2,040	40	2.0%
INSURANCE	10,000	11,567	11,600	33	0.3%
SUNDRY	250	250	250	0	0.0%
OPERATOR'S WAGES	270,000	260,000	260,000	0	0.0%
TRANSPORTATION	282,250	273,817	273,890	73	0.0%
ADMIN SALARIES	45,000	40,000	40,000	0	0.0%
OFFICE EXPENSE	770	770	770	0	0.0%
TELEPHONE	810	750	810	60	8.0%
ADVERTISING	1,000	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	3,850	3,750	3,750	0	0.0%
EMPLOYMENT INSURANCE	6,900	7,250	7,250	0	0.0%
GROUP LIFE INSURANCE	350	350	484	134	38.3%
LTD INSURANCE	4,000	2,500	3,500	1,000	40.0%
CANADA PENSION PLAN	13,250	13,250	13,650	400	3.0%
PENSION	19,000	18,500	19,000	500	2.7%
TRAVEL & CONVENTIONS	0	0	0	0	
RENT	1,367	1,528	1,370	(158)	(10.3)%

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Transit

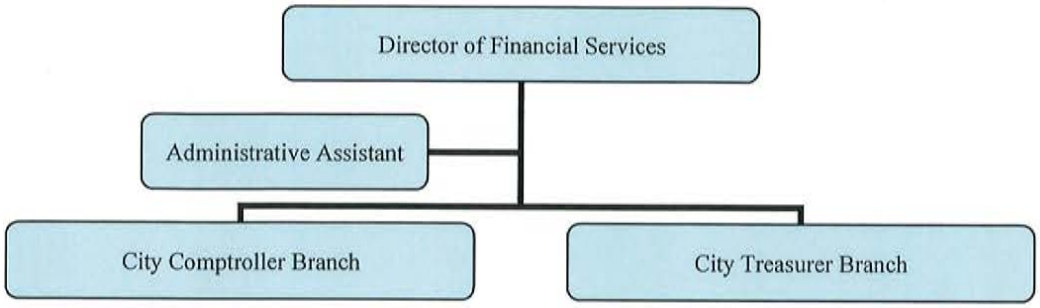
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
HEALTH BENEFIT	9,100	11,000	8,334	(2,666)	(24.2)%
EQUIPMENT RESERVE CONT	30,588	14,590	37,935	23,345	160.0%
ADMINISTRATION	135,985	115,238	137,853	22,615	19.6%
PARA-TRANSIT EXPENDITURES	**538,235**	**464,055**	**511,743**	**47,688**	**10.3%**

Financial Services

Overview

The Financial Services Department guides the corporation of the City of Moose Jaw in utilizing its financial resources in an effective and efficient manner. The Financial Services Department strives to provide financial leadership to City Council and all of the City's Departments.

We focus on serving our customer's needs whether that be the citizens of Moose Jaw or a City Operating Department and value innovation and improvement in our processes and continually strive to provide better services to our customers.



Work Plan Highlights

The Financial Services Department will focus in 2020 on moving forward the Core Financial portion of the ERP project in conjunction with other City Departments. An equally important project for the City will be the implementation of a new Payroll/HR/Timekeeping system which is expected to go live January 1, 2020. The Financial Services Department will continue to work with the Police Service and City Departments to work towards a service agreement which will clearly define the services to be provided to the Moose Jaw Police Service and the cost of those services.

The implementation of an institutional investing approach to the City's reserves will be monitored in 2020 and future years to ensure that it is meeting the City's needs and performance levels. The Financial Services Department will continue with a review of City financial policies with a review of the City's Reserves and Financing practices with the intent of putting these into policy format in 2020.

Financial Summary

All of the Financial Services initiatives will be carried out with existing resources with the exception of a small equipment purchase of digital cheque scanners. The Enterprise System will have separate resource requests when they come forward to Council as an overall City request.

The largest financial implication will come from the implementation of institutional investing of the City's reserves. The financial benefit to the City of this Council initiative is $2 to $3 million annually once fully implemented.

Future Goals

In the future, Finance will be a major part of some of the non-core financial implementation related to the new ERP system. This will include things like taxation, utility billing, cashiering and licensing. The expansion of the Key Performance Indicator project will be a focus of future years as will be the development of guiding policies for things like franchise fees, taxation and user fees.

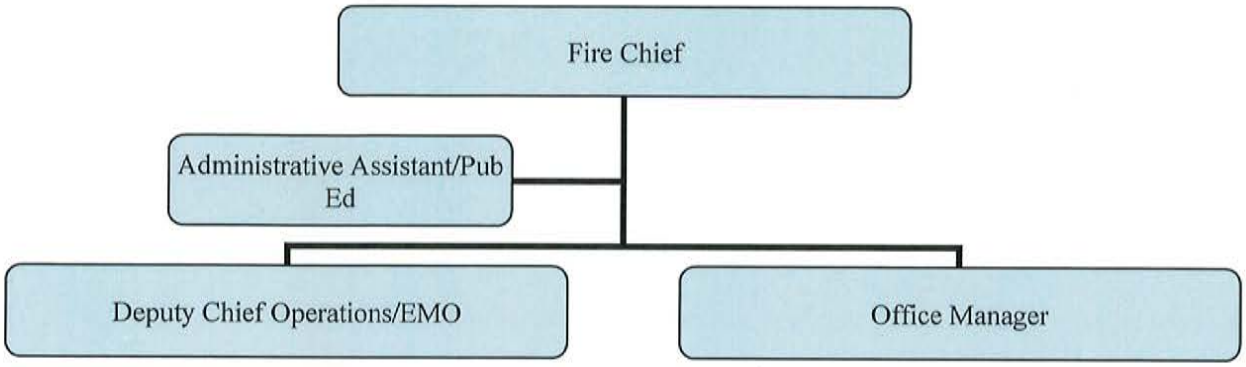
City of Moose Jaw
Budget Revenues & Expenditures for Finance (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6002 - SALARIES	695,400	695,400	704,839	9,439	1.4%
6005 - WORKER'S COMPENSATION	7,750	7,600	8,000	400	5.3%
6015 - OFFICE EXPENSE	69,480	69,480	71,300	1,820	2.6%
6016 - TELEPHONE	10,800	10,600	10,800	200	1.9%
6020 - EQUIPMENT RESERVE CNT	20,867	20,867	22,626	1,759	8.4%
6025 - TRAVEL & CONVENTIONS		1,500	1,500	0	0.0%
6026 - EDUCATION & TRAINING	2,375	7,900	5,800	(2,100)	(26.6)%
6027 - DUES & MEMBERSHIPS	970	1,000	1,200	200	20.0%
6054 - FEES & COST RECOVERIES	(157,782)	(157,782)	(160,430)	(2,648)	1.7%
6055 - CASH OVER & SHORT	300	300	300	0	0.0%
6090 - ASSESSMENT CONTRACTUAL SERVICE	617,295	617,295	620,307	3,012	0.5%
CITY TREASURER	**1,267,455**	**1,274,160**	**1,286,242**	**12,082**	**0.9%**
6002 - SALARIES	786,211	802,722	803,639	917	0.1%
6004 - CAR ALLOWANCE	198	400	400	0	0.0%
6005 - WORKER'S COMPENSATION	8,662	8,431	8,854	423	5.0%
6015 - OFFICE EXPENSE	23,505	26,330	24,390	(1,940)	(7.4)%
6016 - TELEPHONE	7,470	7,798	7,595	(203)	(2.6)%
6020 - EQUIPMENT RESERVE CNT	5,992	5,992	5,593	(399)	(6.7)%
6025 - TRAVEL & CONVENTIONS	250	1,675	1,675	0	0.0%
6026 - EDUCATION & TRAINING	3,000	12,533	6,450	(6,083)	(48.5)%
6027 - DUES & MEMBERSHIPS	3,580	3,610	3,610	0	0.0%
6028 - SUBSCRIPTIONS & PUBS	150	400	400	0	0.0%
6030 - RENT	21,559	21,559	21,559	0	0.0%
6040 - GENERAL REPAIRS & SUPP	999	1,600	1,600	0	0.0%
6056 - AUDIT COSTS	52,661	52,661	67,661	15,000	28.5%
6057 - INVENT SHRT/WRITEOFFS	(600)	500	500	0	0.0%
6058 - OBSOLETE/DAMAGE GOOD	1,000	1,000	1,000	0	0.0%
6090 - CONTRACTUAL SERVICES	11,136	35,056	53,408	18,352	52.4%
CITY COMPTROLLER	**925,773**	**982,267**	**1,008,334**	**26,067**	**2.7%**
6082 - INSURANCE-PROPERTY	328,176	325,796	336,055	10,259	3.1%
6083 - LIABILITY INSURANCE	254,707	249,112	269,112	20,000	8.0%
6092 - PUBLIC COMMUNICATIONS	500	2,000	1,500	(500)	(25.0)%
SUNDRY	**583,383**	**576,908**	**606,667**	**29,759**	**5.2%**
GENERAL GOVERNMENT	**2,776,611**	**2,833,335**	**2,901,243**	**67,908**	**2.4%**

Moose Jaw Fire Department

Overview

The Fire Department services encompass Fire Suppression, Fire Prevention, Public Fire Safety Education, and under a separate department we operate the City Emergency Measures Organization (EMO). The Fire Department delivers four programs with a total staff of 49 Full Time Employees (FTE) consisting of Chief, Deputy Chief, Administrative Assistant/Public Education Officer, Office Manager and 45 FTE in-scope staff. Fire suppression services are provided to the citizens of Moose Jaw and contractually to 15 Wing, the RM's of Moose Jaw #161, Baildon #131, Marquis #191, Villages of Tuxford, Marquis, the Resort Villages of South Lake, Sun Valley, Buffalo Pound Provincial Park, two external sites Yara and Tera Grains



Work Plan Highlights

For the citizens of Moose Jaw our objective is to provide first alarm coverage to 95% of the time within 5 minutes or to 100% of the population within 10 minutes 90% of the time. As well as dealing with fires we actively promote Fire Safety Education, community safety and risk reduction initiatives. These all form part of our services, including the legislated requirements of Fire Inspections, Code enforcement, Fire Investigations, and Emergency Management services.

Financial Summary

The total proposed Fire Department expenditure budget for 2020 is $6,886,759.00 (based on the 2018 contract for wages and benefits). The proposed EMO Budget for 2020 is $25,338.00 This is total increase of $737,456.00 from the 2019 budget. The total proposed revenue budget for the Fire Department for 2020 is $1,653,627.00 and increase from 2019 of $1,984.00.

Future Goals

Fire Administration believes that the fire and rescue services have an important role to play in improving the quality of life for the residents of Moose Jaw and our visitors. Our vision is to be a world class fire and rescue service. In order to achieve this, our strategic aim would be in Prevention/Education engaging with residents to inform and educate the people in how to reduce the risk of fires and other emergencies. Having the appropriate response to incident's through proper planning, preparing for emergencies that may happen, and making a high quality and resilient response to them. Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money and to not become a burden on the taxpayers of Moose Jaw. Working together with all our stakeholders to deliver high quality services and to create a safe positive environment for everyone in the organization. Because of the re-organization of the Fire Department, significant efficiencies have been found in the past which has helped to sustain a service level acceptable to the citizens of Moose Jaw.

City of Moose Jaw
Budget Revenue & Expenditures for Fire (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	5,271,587	4,674,775	5,292,887	618,112	13.2%
CAR ALLOWANCE	0	200	200	0	0.0%
WORKER'S COMPENSATION	45,757	45,757	46,934	1,177	2.6%
CANADA PENSION PLAN	140,444	140,444	141,488	1,044	0.7%
EMPLOYMENT INSURANCE	60,132	54,560	54,560	0	0.0%
GROUP INSURANCE	3,584	3,584	3,381	(203)	(5.7)%
LONG TERM DISABILITY INS	87,705	87,705	97,730	10,025	11.4%
PENSION	364,177	346,836	419,564	72,728	21.0%
OFFICE EXPENSE	13,100	12,850	13,150	300	2.3%
TELEPHONE	17,104	18,774	16,804	(1,970)	(10.5)%
EQUIPMENT RESERVE CNT	216,191	216,191	255,567	39,376	18.2%
BUILDING RESERVE CONT	25,000	25,000	25,000	0	0.0%
TRAVEL & CONVENTIONS	1,870	5,300	5,550	250	4.7%
EDUCATION & TRAINING	69,266	70,266	66,600	(3,666)	(5.2)%
DUES & MEMBERSHIPS	2,245	2,195	2,245	50	2.3%
SUBSCRIPTIONS & PUBS	0	75	0	(75)	(100.0)%
ELECTRICITY	38,444	39,044	39,841	797	2.0%
NATURAL GAS	17,500	15,288	18,000	2,712	17.7%
WATER	4,200	3,900	4,134	234	6.0%
GENERAL REPAIRS & SUPP	34,224	30,020	31,770	1,750	5.8%
CONTRACTUAL SERVICES	57,831	66,065	57,886	(8,179)	(12.4)%
CLOTHING	68,730	77,230	77,330	100	0.1%
APPARATUS REPAIRS&SUP	139,176	137,070	139,964	2,894	2.1%
ALARM SYSTEM	3,800	3,800	3,800	0	0.0%
FIRE HOSE	11,500	11,500	11,500	0	0.0%
RADIO ALARM COMMUNICAT	45,774	45,774	45,774	0	0.0%
FIRE PREVENT PROGRAM	13,550	13,550	13,550	0	0.0%
FIRE SCHOOL	1,550	1,550	1,550	0	0.0%
FIRE DEPARTMENT	**6,754,441**	**6,149,303**	**6,886,759**	**737,456**	**12.0%**
EMERGENCY MEASURES	**20,538**	**25,338**	**25,338**	**0**	**0.0%**
RURAL FIRE CALL REVENUE	445,214	436,326	425,567	(10,759)	(2.5)%
15 WING FIRE SUPPRESSION	1,204,000	1,204,000	1,222,060	18,060	1.5%
FIRE INSURANCE	0	2,000	1,000	(1,000)	(50.0)%
FIRE CODE PERMITS	4,000	3,400	4,400	1,000	29.4%
WORKSHOP REV - FIRE	1,200	600	600	0	0.0%

City of Moose Jaw
Budget Revenue & Expenditures for Fire (Summary)

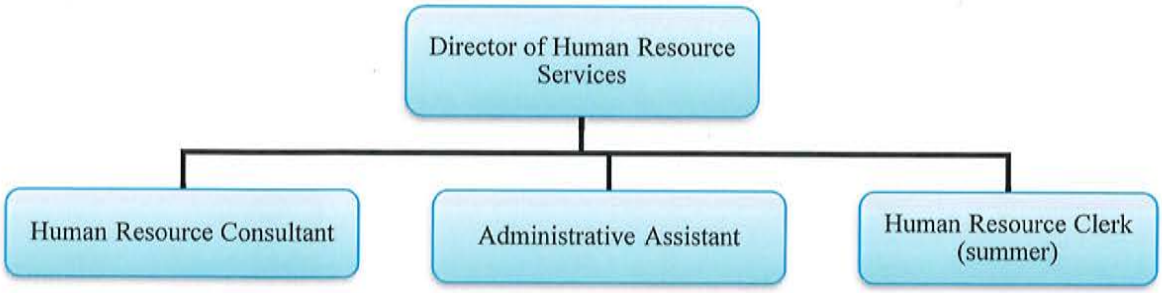
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
REVENUES	(1,654,414)	(1,646,326)	(1,653,627)	(7,301)	0.4%
GRAND TOTAL	**5,120,565**	**4,528,315**	**5,258,470**	**730,155**	**16.1%**

Human Resource Services

Overview

The Human Resource Services Department strives to be part of an Entrepreneurial Civic Administration. HR is comprised of three permanent staff who engage in facilitating service delivery in the primary human resource areas of job evaluation, labour relations, organizational development, and staffing and recruitment initiatives.

Organizational Structure:



Work Plan Highlights

- Ceridian Dayforce full report utilization including sick and vacation, seniority, hours accumulation, employee numbers, benefit enrolment and enrolment alerts and employee engagement, confidence, comfort and trust. Exploit automated processes such as leave requests, scheduling, shift trading, sick and banked time balance access. HR will be at the front-line providing training and troubleshooting the HRIS component of the system.
- Job Evaluation will coincide with collective bargaining. We will explore options with CUPE Local 9 to replace the 1954 Kellogg Stevenson with a joint job evaluation system. A consultant is in place working on the out of scope evaluation plan. HR will be at the centre in coordinating the work involved with both plans.
- Succession planning continues with delivery of a leadership development program for senior staff and for Critical Position and select succession planning individuals. Further this will provide advancement opportunities especially for younger City employees.
- Collective bargaining may carry into 2020 for CUPE Local 9, Fire Association and UNIFOR.
- Organizational Development will continue with the possibility of workshops on internal de-escalation, emotional intelligence and training for supervisors and managers in support of our drug and alcohol policy.
- Collaborate with Communications on an employee engagement survey in 2020.

Financial Summary

Human Resource Services initiatives will be carried out with existing resources. The largest future financial implications will result from the potential outcomes of a new job evaluation framework.

Future Goals

In the future, Human Resource Services would like to see a paradigm shift from being a transactional bound department to that of a transformational force for positive change. We see the Ceridian Dayforce system as a catalyst in the attainment of this vision.

City of Moose Jaw
Budget Revenue & Expenditures for Human Resources (Summary)

Description	Subsidiary	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	*	311,012	311,012	315,604	4,592	1.5%
CAR ALLOWANCE	*	300	300	300	0	0.0%
WORKER'S COMPENSATION		3,002	3,002	3,230	228	7.6%
OFFICE EXPENSE	*	3,100	3,690	3,690	0	0.0%
TELEPHONE	*	3,400	3,400	3,400	0	0.0%
EQUIPMENT RESERVE CNT	*	1,861	1,861	1,672	(189)	(10.2)%
TRAVEL & CONVENTIONS	*	5,000	6,000	6,000	0	0.0%
EDUCATION & TRAINING	*	51,000	51,000	80,871	29,871	58.6%
DUES & MEMBERSHIPS	*	450	685	685	0	0.0%
SUBSCRIPTIONS & PUBS	*	7,493	8,000	8,000	0	0.0%
RECRUITMENT OF STAFF		86,000	86,000	86,000	0	0.0%
RECRUITMENT OF STAFF	RRC	15,000	15,000	15,000	0	0.0%
LABOUR-MGT MEETINGS	*	3,000	3,000	3,000	0	0.0%
LABOUR/CONTRACT NEGOT	*	46,612	46,612	46,612	0	0.0%
CONTRACTUAL SERVICES	*		25,056	33,408	8,352	33.3%
HUMAN RESOURCE SERVICES		**537,230**	**564,618**	**607,472**	**42,854**	**7.6%**
WORKER'S COMPENSATION	*	1,068	0	546	546	
CANADA PENSION PLAN	*	143,925	137,300	149,483	12,183	8.9%
EMPLOYMENT INSURANCE	*	53,427	57,000	62,779	5,779	10.1%
GROUP INSURANCE	*	14,526	14,735	15,690	955	6.5%
LONG TERM DISABILITY INS	*	217,728	209,120	209,195	75	0.0%
PENSION	*	294,863	266,600	294,863	28,263	10.6%
HEALTH BENEFIT	*	120,670	120,670	124,185	3,515	2.9%
PENSION PLAN FEES	*	54,350	54,350	54,350	0	0.0%
SERVICE PAY GRATUITIES	*	14,000	14,000	14,000	0	0.0%
SICK PAY GRATUITIES	*	70,000	70,000	70,000	0	0.0%
RETIRE & LONG SERVI AWD	*	7,000	9,000	7,000	(2,000)	(22.2)%
EMPLOYER PAID BENEFITS		**991,557**	**952,775**	**1,002,091**	**49,316**	**5.2%**
GRAND TOTAL		**1,528,787**	**1,517,393**	**1,609,563**	**92,170**	**6.1%**

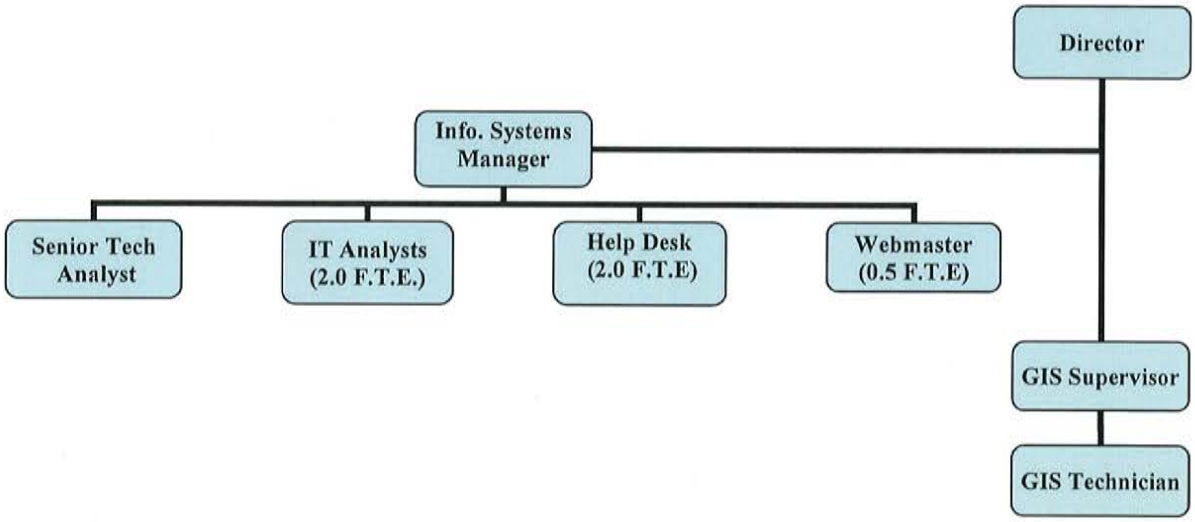
Information Technology Department

Overview

Information Technology Service Statement:

The Information Technology (IT) Department supports all City departments including the Fire Department and has contracts to support two 3rd parties, the Moose Jaw Police Service and Mosaic Place.

The GIS Supervisor oversees the development and maintenance of the City's GIS system. This includes inventory of the infrastructure owned by the City, producing maps for internal and public use and provide data for decision making.



Work Plan Highlights

Enterprise Resource Planning (ERP) system – The IT Department along with all City departments will evaluate ERP systems and select the system that is deemed the best fit for the City. A specific report on a new ERP system will come forward to Executive Committee outside of the budget process.

VoIP – A modern, internet-based phone system will streamline communications for residents and City staff.

Mosaic Network Upgrade – The Mosaic computer network is end of life and no longer meets the needs of the facility. The speed of the network is an order of magnitude slower than the current industry standard and needs to be replaced to continue to provide IT services to the tenants in the building.

City Data Centre Upgrade – Current Data Center is end of life and end of warranty. A modern server environment will increase network speed for users as well as increase visibility and

reliability for City staff responsible for maintaining it. We will also take a comprehensive look at data storage and disaster recovery at this time.

Police Network Changes – Police have expressed an interest in changing their current network configuration. This will include installing a new firewall and changing how several things are done including backups, file storage, network routing and potentially more. This will be a significant amount of work.

GIS – Continued integration into Engineering and other departments business processes to increase electronic data collection at the source to improve accuracy of the data collected which allows for more informed decision making.

Financial Summary

Existing Funding

Enterprise Resource Planning (ERP) system - A new ERP system will be partially funded out of several Equipment Reserve accounts. The software and implementation costs have not been determined at this time. An RFP was released for a new ERP system. A specific report on an ERP system will be brought forward when the responses are evaluated, and actual costs are known.

VoIP - The VoIP project is fully funded through a $140,000 capital project. Reduction in operating costs over the current system should produce an annual savings of 10% or more on a new phone system. Once a VoIP provider is selected, actual savings will be calculated.

Mosaic Network Upgrade - Mosaic Network upgrade will be paid out of Mosaic's ER budget. The current network equipment is fully depreciated.

City Data Centre Upgrade - City Data Centre upgrade will be paid out of three of the IT's ER budgets totalling $354,000.

Police Network Changes – Additional costs for work on the Police network will be funded by Police. The scope of this project is still yet to be determined.

GIS – The GIS department will continue to use the tools available to do the work required with the individual departments. No additional funding is requested at this time.

Future Goals

The IT Department is looking to continue expanding the use of technology for all operational crews. Instant access to data in the field will streamline processes as well as enable real time information gathering and verification for decision makers.

The implementation of the new HR/Payroll system and electronic based RFS system will see more smart devices in the field for real time collection of time/cost data as well as provide instant access to problems being reported in the City for action to be taken.

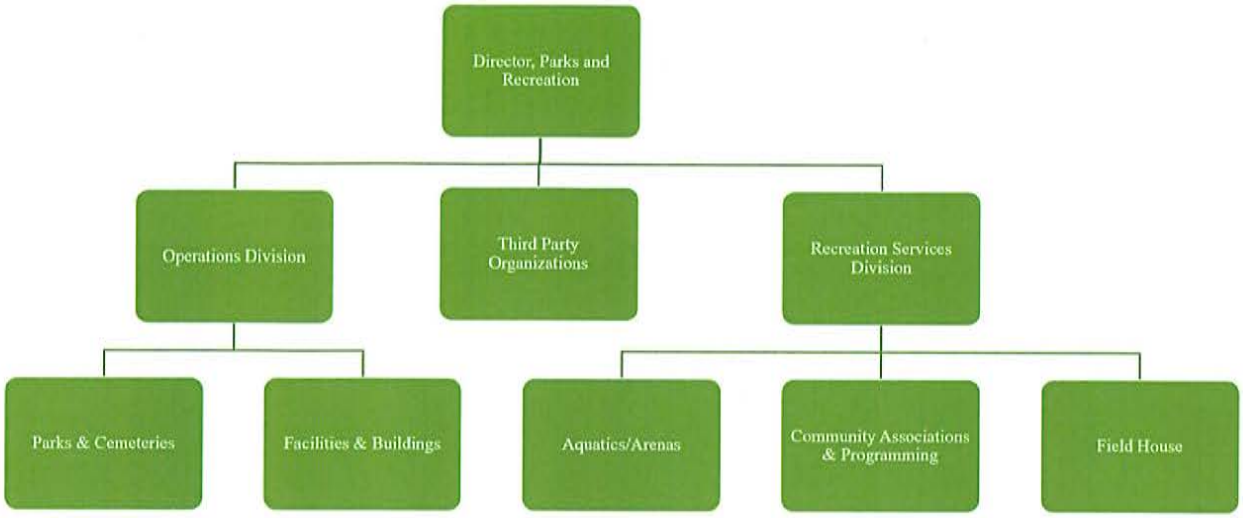
City of Moose Jaw
Budget Revenues & Expenditures for Information Technology (Summary)

Description	Subsidiary	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES		728,786	725,076	737,632	12,556	1.7%
CAR ALLOWANCE		250	500	500	0	0.0%
WORKER'S COMPENSATION		8,057	7,403	8,014	611	8.3%
OFFICE EXPENSE		3,500	4,200	4,200	0	0.0%
TELEPHONE		9,500	9,900	10,320	420	4.2%
EQUIPMENT RESERVE CNT		198,420	198,420	266,639	68,219	34.4%
TRAVEL & CONVENTIONS		5,800	5,800	5,800	0	0.0%
EDUCATION & TRAINING	CITY	0	5,000	0	(5,000)	(100.0)%
EDUCATION & TRAINING	IT	18,000	23,500	23,500	0	0.0%
DUES & MEMBERSHIPS		600	600	600	0	0.0%
FEES & COST RECOVERIES, INFORMATION TECHNOLOGY		(27,253)	(27,254)	(29,353)	(2,099)	7.7%
SOFTWARE MAINTENANCE		295,000	285,575	309,000	23,425	8.2%
COMPUTER COMMUNICATIONS		3,800	4,650	5,120	470	10.1%
CMPT HARDWARE MAINT		9,000	9,500	9,500	0	0.0%
ADMIN OVERHEAD		(1,200)	(15,000)	(5,000)	10,000	(66.7)%
INFORMATION TECHNOLOGY		**1,252,260**	**1,237,870**	**1,346,472**	**108,602**	**8.8%**

Parks & Recreation Services

Overview

The Parks and Recreation Department is responsible for a variety of services which improve the quality of life for the citizens of Moose Jaw. The Parks and Recreation Department's programs and services are delivered through the Recreation Division and the Operations Division.



Work Plan Highlights

The Operations Division will have a strong focus on Community Pride through projects that enhance beautification in parks, and public spaces while continuing to maintain civic facilities to a level that citizens can be proud of. A review of the Parks Operation is currently underway and will focus on some possible operational changes and re-structuring to better address some of the current gaps in service delivery. The review includes looking at opportunities where the Engineering and Parks and Recreation Departments can work together staff allocations during the winter months. Another major focus will be completing an inventory of assets and establishing sustainable preventative maintenance and replacement schedules to meet the needs of the community. An important piece of the inventory project will be the completion of a playground audit to determine the current state of the City's playgrounds and establish a priority replacement plan to ensure all neighborhoods within the City have access to safe and accessible play structures. The Department also began work on a Trails Master plan which will be completed in 2020.

The Recreation Division strives to provide opportunities that are responsive to community needs and sustained with a focus on partnerships, innovation and customer service. The Division will be entering its second year operating and programming the Yara Centre and will be looking to keep the positive momentum going. A review of the Community Association structure is also underway with the goal of implementing changes in early 2020. Accessibility and affordability for vulnerable populations such as our youth and seniors will continue to be a priority through the re-structuring of rates and fees and community programming. There will also be a focus on ensuring all agreements with external parties are reviewed and updated to ensure the current arrangements are sustainable and meet the priorities of the City moving forward.

Improved customer service through innovation is another important component of the 2020 Work Plan. The Department will continue to enhance the capabilities of the new PerfectMind Recreation software to improve access and communication to our citizens. The marketing and promotion of our services will be expanded in partnership with the Communications Department to include an updated City website and social media strategy as well as the transition to digital advertising in our facilities.

Financial Summary

The Parks and Recreation initiatives identified in the work plan will be carried out with existing resources. There will also be a separate resource request come forward to City Council within the overall City request that will address gaps in service relating to Urban Forestry.

Some of the largest financial implications in 2020 will come from updates made to water, power and natural gas budgets to reflect recent actual costs and so that proper cost recovery levels can be achieved.

The Arenas are also seeing a decline in revenues due to less hours being booked by Minor Sport Organizations and the dissolvement of the Prairie Edge School of Skating which was a major user. The total annual revenue impact of the skating club dissolvement is approximately $30,000 per year. The Department will need to closely monitor ice rates moving forward to ensure that the cost of ice isn't affecting usage.

The Department also lost a guaranteed revenue source from the YMCA Pool Access Agreement when they ceased operations in June of 2019 which equates to approximately $21,000 per year. The Department is projecting that this revenue can be replaced with the recent increase in memberships and program attendance in the Recreation Division.

Future Goals

The Parks and Recreation Department would like to put a greater emphasis on proper planning through the adoption of a Parks and Recreation Master Plan. The last master plan adopted was in 1976 and an updated plan will be an opportunity for the Department to engage the community to determine priorities based on current resource levels while planning for the future.

The Department would also like to focus on enhancing community partnerships, event attraction to enhance the local economic impact, amenities that attract young families and events and programs that enhance community pride.

One of the challenges currently faced is our aging infrastructure and the increasing costs to maintain our older facilities. The Department will continue to explore energy efficient facility investments that will reduce greenhouse gas emissions and demand for energy while ultimately lowering our annual operating costs and improving our environmental footprint.

City of Moose Jaw
Budget Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
GENERAL GOVERNMENT	**324,200**	**305,982**	**305,417**	**(565)**	**(0.2)%**
OTHER PROTECTION	74,719	78,786	77,667	(1,119)	(1.4)%
PROTECTION TO PERSONS	**74,719**	**78,786**	**77,667**	**(1,119)**	**(1.4)%**
RECREATION & PARKS ADMIN	1,078,493	1,087,326	1,127,095	39,769	3.7%
PARKS	779,371	730,636	779,622	48,986	6.7%
RECREATION	3,266,405	3,144,517	3,247,414	102,897	3.3%
CEMETERIES	344,708	329,740	333,688	3,948	1.2%
THIRD PARTY FUNDING	109,626	110,633	111,804	1,171	1.1%
ART MUSEUM	390,659	393,110	388,402	(4,708)	(1.2)%
LIBRARY MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
SERVICE CENTRE	250,595	279,019	276,082	(2,937)	(1.1)%
WAKAMOW VALLEY AUTHORITY	323,148	327,874	329,612	1,738	0.5%
WILD ANIMAL PARK	3,990	3,190	4,080	890	27.9%
MURALS/CULTURAL CENTRE	385,390	390,100	391,976	1,876	0.5%
FIELDHOUSE	714,517		713,939	713,939	
RECREATION & COMMUNITY	**7,899,427**	**7,054,529**	**7,952,351**	**897,822**	**12.7%**
GRAND TOTAL	**8,298,346**	**7,439,297**	**8,335,435**	**896,138**	**12.0%**
MOSAIC PLACE	**188,554**	**566,370**	**526,347**	**(40,023)**	**(7.1)%**

City of Moose Jaw
Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
CITY HALL MAINTENANCE	**324,200**	**305,982**	**305,417**	**(565)**	**(0.2)%**
GENERAL GOVERNMENT	**324,200**	**305,982**	**305,417**	**(565)**	**(0.2)%**
MOSQUITO CONTROL	1,465	4,815	4,840	25	0.5%
WEED CONTROL	73,254	73,971	72,827	(1,144)	(1.5)%
OTHER PROTECTION	**74,719**	**78,786**	**77,667**	**(1,119)**	**(1.4)%**
PROTECTION TO PERSONS	**74,719**	**78,786**	**77,667**	**(1,119)**	**(1.4)%**
SALARIES	273,191	283,200	284,193	993	0.4%
CAR ALLOWANCE	900	1,080	900	(180)	(16.7)%
WORKER'S COMPENSATION	40,620	40,620	40,620	0	0.0%
CANADA PENSION PLAN	140,836	128,160	140,836	12,676	9.9%
EMPLOYMENT INSURANCE	70,535	77,040	74,985	(2,055)	(2.7)%
PENSION	168,127	167,040	168,130	1,090	0.7%
HEALTH BENEFIT	86,073	84,360	93,276	8,916	10.6%
OFFICE EXPENSE	18,680	19,361	18,151	(1,210)	(6.2)%
TELEPHONE	13,786	10,980	13,650	2,670	24.3%
EQUIPMENT RESERVE CNT	15,764	15,764	24,672	8,908	56.5%
TRAVEL & CONVENTIONS	4,301	4,300	4,300	0	0.0%
EDUCATION & TRAINING	7,510	8,100	7,500	(600)	(7.4)%
DUES & MEMBERSHIPS	1,722	1,720	1,830	110	6.4%
SUBSCRIPTIONS & PUBS	200	200	300	100	50.0%
RADIO COMMUNICATIONS	4,104	8,640	7,024	(1,616)	(18.7)%
ADMIN OVERHEAD	(75,239)	(54,000)	(54,000)	0	0.0%
FRINGE BENEFIT OHD	(3,069)	(7,000)	(7,000)	0	0.0%
SICKNESS & HOLIDAYS	287,081	280,061	286,228	6,167	2.2%
MISCELL TOOLS & SAFETY	23,371	17,700	21,500	3,800	21.5%
RECREATION & PARKS ADMIN	**1,078,493**	**1,087,326**	**1,127,095**	**39,769**	**3.7%**
SALARIES	151,252	144,480	150,020	5,540	3.8%
CAR ALLOWANCE	9,790	9,550	10,789	1,239	13.0%
CRESCENT PARK	287,010	268,157	271,603	3,446	1.3%
ELGIN PARK	13,557	12,255	8,923	(3,332)	(27.2)%
TOWN & COUNTRY PARK	3,957	4,972	5,180	208	4.2%
GOOD NEIGHBOUR PARK	11,791	9,824	12,682	2,858	29.1%
HAPPY VALLEY PARK	17,042	10,184	17,005	6,821	67.0%

City of Moose Jaw
Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SUNNINGDALE PARK	14,681	15,524	16,587	1,063	6.8%
BELMONT PARK	8,932	4,732	5,264	532	11.2%
IRON BRIDGE PARK & PATHWAYS	18,405	19,886	21,676	1,790	9.0%
WESTPARK PARK & PATHWAYS	13,680	15,432	14,436	(996)	(6.5)%
NEWROCK PARK & PATHWAYS	0	5,375	5,890	515	9.6%
BOULEVARDS & EASEMENTS	114,979	119,428	124,948	5,520	4.6%
BUFFER STRIPS & TRF ISLD	113,845	90,250	114,031	23,781	26.4%
YARD MAINTENANCE	450	587	588	1	0.2%
PARKS	**779,371**	**730,636**	**779,622**	**48,986**	**6.7%**
SALARIES	144,288	154,800	153,714	(1,086)	(0.7)%
CAR ALLOWANCE		8,550	1,380	(7,170)	(83.9)%
MEMORIAL FIELD	8,857	7,688	9,678	1,990	25.9%
ROSS WELLS PARK	8,270	12,523	9,352	(3,171)	(25.3)%
SPORTSGROUNDS	440,218	371,959	430,035	58,076	15.6%
AMPHITHEATRE	2,037	1,589	1,790	201	12.6%
BOWLING GREEN	4,480	5,571	5,305	(266)	(4.8)%
NATATORIUM POOL MAINT	168,345	173,022	179,034	6,012	3.5%
NATATORIUM PROGRAM	95,325	89,303	90,757	1,454	1.6%
KINSMEN POOL MAINT	594,650	551,395	600,432	49,037	8.9%
KINSMEN POOL PROGRAM	581,004	561,954	547,074	(14,880)	(2.6)%
PLAMOR PALACE	358,413	366,542	361,993	(4,549)	(1.2)%
KINSMEN ARENA	299,081	314,918	316,609	1,691	0.5%
OUTDOOR RINKS	126,708	92,241	118,065	25,824	28.0%
PLAYGROUND MAINT	111,856	108,800	100,672	(8,128)	(7.5)%
PLAYGROUND PROGRAMS	61,942	44,295	52,308	8,013	18.1%
YOUTH ACTIVITY CTR PROG	5,102	6,986	5,886	(1,100)	(15.7)%
RECREATION PROGRAMS	144,282	143,435	153,374	9,939	6.9%
COMMUNITY ASSOC PROG	111,547	128,946	109,956	(18,990)	(14.7)%
RECREATION	**3,266,405**	**3,144,517**	**3,247,414**	**102,897**	**3.3%**
SALARIES	52,380	52,380	52,380	0	0.0%
OFFICE EXPENSE	4,335	5,295	4,392	(903)	(17.1)%
TELEPHONE	1,675	1,020	1,680	660	64.7%
BURIAL COSTS	47,011	46,134	40,530	(5,604)	(12.1)%
GENERAL MAINTENANCE	229,397	215,001	224,796	9,795	4.6%
INDIGENT PERPETUALCARE	9,910	9,910	9,910	0	0.0%

City of Moose Jaw
Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CEMETERIES	**344,708**	**329,740**	**333,688**	**3,948**	**1.2%**
CANADA DAY COMMITTEE	2,484	2,484	2,534	50	2.0%
FESTIVAL OF WORDS	7,713	7,713	7,867	154	2.0%
AIR SHOW	975	0		0	
TOURISM MOOSE JAW	91,152	91,152	92,975	1,823	2.0%
MISCELLANEOUS GRANTS	7,302	9,284	8,428	(856)	(9.2)%
THIRD PARTY FUNDING	**109,626**	**110,633**	**111,804**	**1,171**	**1.1%**
MAINTENANCE	255,859	258,310	250,906	(7,404)	(2.9)%
ARTMUSEUM PROGFUNDNG	134,800	134,800	137,496	2,696	2.0%
ART MUSEUM	**390,659**	**393,110**	**388,402**	**(4,708)**	**(1.2)%**
MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
LIBRARY MAINTENANCE	**252,525**	**258,384**	**248,637**	**(9,747)**	**(3.8)%**
MAINTENANCE	250,595	279,019	276,082	(2,937)	(1.1)%
SERVICE CENTRE	**250,595**	**279,019**	**276,082**	**(2,937)**	**(1.1)%**
STATUTORY LEVY	323,148	323,148	329,612	6,464	2.0%
LANDSCAPE MAINTENANCE		4,726		(4,726)	(100.0)%
WAKAMOW VALLEY AUTHORITY	**323,148**	**327,874**	**329,612**	**1,738**	**0.5%**
WILD ANIMAL PARK MAINT	3,990	3,190	4,080	890	27.9%
WILD ANIMAL PARK	**3,990**	**3,190**	**4,080**	**890**	**27.9%**
CULTURAL CENTRE MAINTENANCE	214,723	219,433	218,139	(1,294)	(0.6)%
CULTURAL CENTRE PROGRAM	157,509	157,509	160,679	3,170	2.0%
MURALS PROGRAM	13,158	13,158	13,158	0	0.0%
MURALS/CULTURAL CENTRE	**385,390**	**390,100**	**391,976**	**1,876**	**0.5%**
SALARIES	348,457		350,661	350,661	
CAR ALLOWANCE	1,320		1,320	1,320	
WORKER'S COMPENSATION	3,516		3,516	3,516	
CANADA PENSION PLAN	15,240		15,240	15,240	
EMPLOYMENT INSURANCE	7,200		7,200	7,200	
GROUP INSURANCE	600		600	600	
LONG TERM DISABILITY INS	6,480		6,480	6,480	
PENSION	18,804		18,804	18,804	
OFFICE EXPENSE	6,000		6,000	6,000	
TELEPHONE	6,000		6,000	6,000	
EQUIPMENT RESERVE CNT	26,473		24,396	24,396	

City of Moose Jaw
Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
TRAVEL & CONVENTIONS	2,000		2,000	2,000	
ELECTRICITY	130,114		130,114	130,114	
NATURAL GAS	26,119		26,119	26,119	
WATER	8,661		8,660	8,660	
SUPPLIES & EQUIPMENT	12,000		10,000	10,000	
MARKETING	6,000		6,000	6,000	
PROGRAMMING	3,000		3,000	3,000	
CONTRACTUAL SERVICES	25,020		25,020	25,020	
FACILITY MAINTENANCE	61,513		62,809	62,809	
FIELDHOUSE	**714,517**		**713,939**	**713,939**	
RECREATION & COMMUNITY	**7,899,427**	**7,054,529**	**7,952,351**	**897,822**	**12.7%**
GRAND TOTAL	**8,298,346**	**7,439,297**	**8,335,435**	**896,138**	**12.0%**

Planning & Development Services

Overview

The Planning and Development Services Department works closely with each City Department, developers, businesses, residents and the Economic Development Manager to support growth and development and enforce minimum standards for property and buildings. The department's responsibility is to manage and promote both growth and development through the administration of applicable policies and bylaws adopted by City Council. This Department is very diverse with seven different divisions that play a significant role in providing Council with professional and technical advice on a wide range of issues including housing, current and future land use, heritage, building and property standards, parking enforcement, and animal control.

Work Plan Highlights

Customer Service and Excellence continues to be the highest priority for this Department. The new Planner 1 Position has freed up staff time to work on initiatives, encourage sustainable growth of the tax base in the City of Moose Jaw and increase customer service to citizens and businesses. Some highlights from each division are as follows:

Planning

- Evaluate city-owned land for development potential, develop capital plan for growth infrastructure and downtown improvements

Land Administration

- Advertising and promotion of City-owned land for sale

Building

- Improve quality of public information for permit process and requirements for increased customer service, continuing education on latest building regulations

Bylaw Enforcement

- Increased proactive and face-to-face interactions as well as educational campaigns for property maintenance

Business Licensing

- Work with IT and Finance toward developing a new Business License System within the ERP Project. The existing system is using an Access 97 database.

Economic Development

The Economic Development Services Division updated strategic review and priority setting, and includes actions identified in the 13 Ways Planning Sessions. The tactical strategy focuses on actions, creating targets, and measuring performance in order to help our community discover its pathway to success. Our vision is a positive business investment environment that is achieving

sustainable economic growth that is contributing to our vibrant and healthy community. This will be accomplished through;

- A diversified and prosperous economy.
- A regional hub of ag value-add, tourism, alternate energy, and transportation, warehousing & distribution all supporting activities accessing global markets.
- An engaged business community marketing a diversity of products, services and experiences.
- Business, industry and local government working together to create jobs and foster an entrepreneurial spirit.
- Building a strong and growing workforce.
- Enhanced tourism and downtown development

Financial Summary

All of the Planning and Development Services initiatives will be carried out with existing resources.
The further use and increased funding of the Heritage Reserve account to fund related programs and capital investment is a new request. Increased use of interest from capital reserves is proposed to fund programs such as the proposed Housing Incentive Policy.

Future Goals

Continue to improve policy and procedures, integrating and standardizing processes with new computer software, GIS, and formal Council-approved policies.

Regional Planning and development coordination with the R.M. of Moose Jaw 161 continues to be a long-term goal.

An update to the City's Official Community Plan is also a future goal.

City of Moose Jaw
Budget Revenues & Expenditures for Planning & Development (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	460,947	469,183	470,833	1,650	0.4%
CAR ALLOWANCE	750	1,500	1,000	(500)	(33.3)%
WORKER'S COMPENSATION	5,120	3,894	5,120	1,226	31.5%
OFFICE EXPENSE	2,000	5,000	5,000	0	0.0%
TELEPHONE	3,500	3,500	3,570	70	2.0%
EQUIPMENT RESERVE CONT	17,519	16,950	16,877	(73)	(0.4)%
TRAVEL & CONVENTIONS	12,240	12,240	11,485	(755)	(6.2)%
EDUCATION & TRAINING	2,805	2,805	2,861	56	2.0%
DUES & MEMBERSHIPS	3,360	3,060	3,500	440	14.4%
GENERAL REPAIRS & SUPP	5,000	5,000	5,000	0	0.0%
FEES & COST RECOVERIES	0	(5,000)	0	5,000	(100.0)%
SPECIAL PROJECTS	54,264	54,264	55,349	1,085	2.0%
REPAIRS INNOVATIVE HOUSING	45,000	45,000	45,000	0	0.0%
HOUSING INITIATIVES	100,004	86,655	92,369	5,714	6.6%
ADVERTISING & MISC	9,000	19,000	19,000	0	0.0%
CONTRACTUAL SERVICES	700	0	0	0	
ISC CHARGES	4,000	4,000	4,000	0	0.0%
PLANNING & DEVELOPMENT	**726,209**	**727,051**	**740,964**	**13,913**	**1.9%**
SALARIES	237,276	237,276	233,064	(4,212)	(1.8)%
CAR ALLOWANCE	7,500	7,500	7,500	0	0.0%
WORKER'S COMPENSATION	3,000	3,000	2,820	(180)	(6.0)%
CANADA PENSION PLAN	11,235	11,235	11,257	22	0.2%
CANADA PENSION PLAN	5,000	5,000	5,000	0	0.0%
GROUP INSURANCE	295	295	295	0	0.0%
PENSION	17,796	17,796	17,480	(316)	(1.8)%
HEALTH BENEFIT	7,260	8,054	7,005	(1,049)	(13.0)%
OFFICE EXPENSE	1,650	1,650	1,683	33	2.0%
TELEPHONE	6,834	6,834	6,971	137	2.0%
TRAVEL & CONVENTIONS	3,250	3,250	3,315	65	2.0%
EDUCATION & TRAINING	3,329	3,329	3,396	67	2.0%
DUES & MEMBERSHIPS	1,500	1,178	1,561	383	32.5%
ADVERTISING & MISC	2,121	2,121	2,163	42	2.0%
CONTRACTUAL SERVICES	235,000	265,302	270,608	5,306	2.0%
BUILDING & BYLAW	**543,046**	**573,820**	**574,118**	**298**	**0.1%**

City of Moose Jaw
Budget Revenues & Expenditures for Planning & Development (Summary)

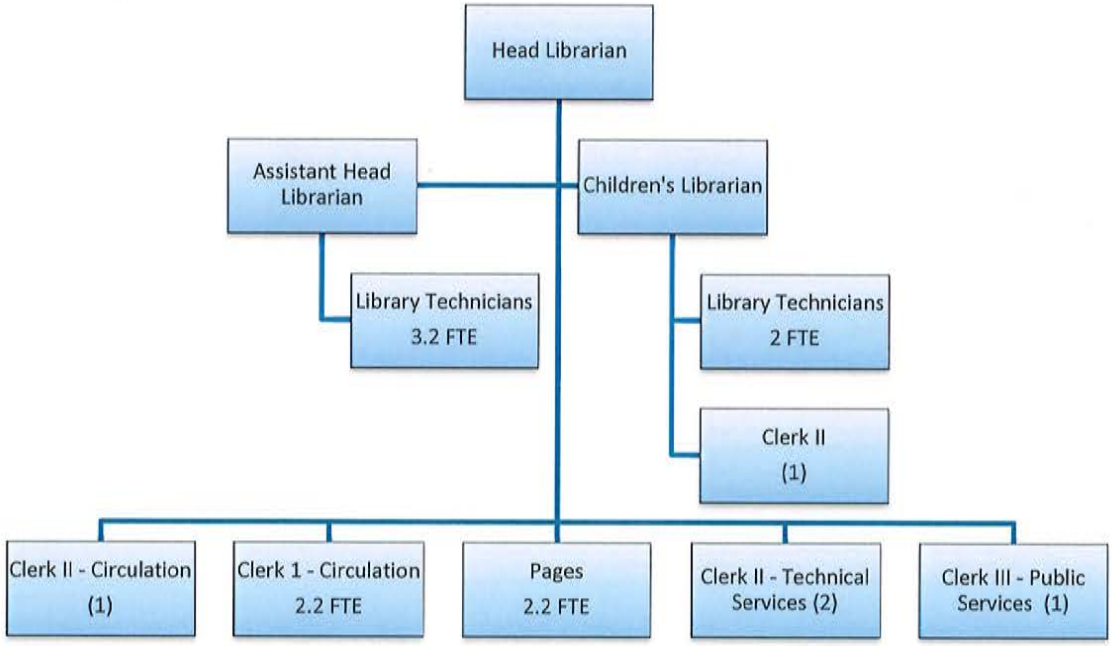
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ANIMAL CONTROL	100,219	100,219	102,223	2,004	2.0%
POUNDKEEPER	124,320	124,320	126,806	2,486	2.0%
OTHER BYLAW ENFORCEMENT	15,000	15,000	15,000	0	0.0%
PROTECTION TO PERSONS	**239,539**	**239,539**	**244,029**	**4,490**	**1.9%**
CITY SH OF HOUSING PROJ	40,102	40,102	41,075	973	2.4%
CITY SH OF HOUSING PROJ	**40,102**	**40,102**	**41,075**	**973**	**2.4%**
GRAND TOTAL	**1,548,896**	**1,580,512**	**1,600,186**	**19,674**	**1.2%**

The Moose Jaw Public Library

Overview

The Moose Jaw Public Library serves the citizens of Moose Jaw and surrounding area. With service guided by the Saskatchewan Library's Act, the Moose Jaw Public Library's mandate is to provide Moose Jaw and area residents of all ages equitable access to informational, cultural, recreational and educational materials and programs. In so doing, the library serves as an addition to and extension of other educational systems to ensure opportunities for individual lifelong learning. The Library strives to partner with community organizations, groups and schools to offer community outreach programs and services.

Organizational Structure:



Work Plan Highlights

In 2020 the Library will focus on 3 priority areas:

The Library as a Space: In 2019 work was complete on ensuring the safety of the space by creating an Emergency Response Plan, Reviewing Emergency Procedures and creating Rules of Conduct. In 2020 the focus will be on making the space more welcoming by reviewing and planning budgeted and cost effective improvements to the Children's Library. The Library will also begin assessment of the rental spaces in the Library and investigate improvements that will enhance the experience of the space.

Lifelong Learning: The Library will prioritize the development of technology related learning opportunities, including greater access to Maker equipment. Opportunities for digital acquisitions to be added to the Collection will also be explored.

Organizational Effectiveness: The Library Board will complete a strategic planning cycle begun in 2019 taking into consideration the results from the Library's Community Needs Assessment and the City's Strategic Plan. Actions to improve organizational effectiveness will be implemented under the direction of the Library Board

Financial Summary:
The majority of the Library's initiatives will be carried out with existing resources. In order to achieve a Status Quo budget with no changes in programming an increase would be required in the following areas.

1. An increase to the levy is requested to accommodate staffing costs related to a projected Wage increase.

2. The Final area will be an increase of 2% to the Equipment Reserve Budget as requested by the City's Financial Services Department.

The Operating Estimates would require a 1.4% over 2019 funding levels.

Future Goals:
Under the guidance of the Moose Jaw Public Library Board and with the results from the 2019-2020 strategic plan the Library will find new ways to contribute to the education and wellbeing of this community.

City of Moose Jaw
MOOSE JAW PUBLIC LIBRARY BUDGET ESTIMATES
FOR THE YEAR 2020

		2019 PASSED BUDGET	2019 Projected Actuals	2020 Estimates
166 6015	**OFFICE EXPENSES**			
	Delivery and Postage	$2,330.00	$2,139.00	$2,330.00
	Commissionaire for Rentals	$2,000.00	$2,800.00	$3,000.00
	Copiers - lease	$4,500.00	$2,800.00	$3,000.00
	- CanCopy license	$375.00	$375.00	$375.00
	Copier paper	$2,180.00	$1,899.00	$2,000.00
	Advertising	$5,500.00	$5,326.00	$5,500.00
	Repairs & servicing rental equipmer	$500.00	$789.00	$700.00
	Replacement of small equipment	$1,000.00	$1,375.29	$1,300.00
	Miscellaneous	$200.00	$946.00	$200.00
	Computer Technical Assistance	$4,800.00	$4,689.00	$4,800.00
	Repairs of office equipment	$1,500.00	$1,476.00	$1,500.00
		$24,885.00	$24,614.29	$24,705.00
166 6016	**COMMUNICATIONS**			
	Telephones, fax, internet	$5,000.00	$4,711.72	$5,000.00
		$5,000.00	$4,711.72	$5,000.00
166 6025	**CONFERENCES AND PROGRAMS**			
	Conferences/training	$5,000.00	$4,710.00	$5,000.00
	Programming	$7,900.00	$7,636.70	$7,900.00
		$12,900.00	$12,346.70	$12,900.00
166 6027	**MEMBERSHIPS**	$200.00	$185.00	$200.00
166 6020	**EQUIPMENT RESERVE**	$44,134.00	$44,134.00	$45,017.00
	Subtotal	$87,119.00	$85,991.71	$87,822.00
166 6796	**PALLISER REGIONAL LIBRARY L**	$1,116,884.00	$1,116,884.00	$1,132,719.00
	SILS special levy	$14,403.00	$14,403.00	$14,403.00
		$1,131,287.00	$1,131,287.00	$1,147,122.00
	TOTAL	$1,218,406.00	$1,217,278.71	$1,234,944.00
	REVENUES			
5699	**Fines revenue**	$20,000.00	$16,623.00	$17,000.00
5693	**Library revenues (copiers)**	$4,500.00	$5,436.00	$4,500.00
5697	**Meeting room/theatre rental**	$1,200.00	$3,210.00	$3,200.00
5697	**Equipment rental**	$300.00	$300.00	$300.00
5697	**Commissionaire for Rentals**	$2,000.00	$2,800.00	$3,000.00
	TOTAL	$28,000.00	$28,369.00	$28,000.00
	Net requisition from City	$1,190,406.00	$1,188,276.44	$1,206,944.00

City of Moose Jaw
Budget Summary of Reserves & Allowances

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6054 - FEES & COST RECOVERIES	(5,000)	(5,000)	(5,000)	0	0.0%
6001 - WATERWORKS RECOVERY	**(5,000)**	**(5,000)**	**(5,000)**	**0**	**0.0%**
6860 - BANK CHARGES	6,500	12,900	7,350	(5,550)	(43.0)%
6865 - CREDIT CARD FEES	8,500		25,000	25,000	
6001 - DEBT CHARGES	**15,000**	**12,900**	**32,350**	**19,450**	**150.8%**
6870 - RESERVE UNCOLL TAXES	24,000	24,000	20,000	(4,000)	(16.7)%
6871 - RESERVE DBTFUL ACCTS	4,738	15,031	8,313	(6,718)	(44.7)%
6873 - GENERAL CONTINGENCIES	386,675	983,070	622,877	(360,193)	(36.6)%
6001 - RESERVES & ALLOWANCES	**415,413**	**1,022,101**	**651,190**	**(370,911)**	**(36.3)%**
6882 - DISCOUNT ON TAXES	67,229	70,675	70,119	(556)	(0.8)%
6889 - APPROPRIATION TO OTHER FUNDS	3,583,283	3,583,283	3,844,186	260,903	7.3%
6001 - MISCELLANEOUS EXPENDITURES	**3,650,512**	**3,653,958**	**3,914,305**	**260,347**	**7.1%**
GRAND TOTAL	**4,075,925**	**4,683,959**	**4,592,845**	**(91,114)**	**(1.9)%**

GENERAL CAPITAL BUDGET

General Capital Budget Overview

The General Capital Reserve portion of the Capital Budget provides funding for Transportation, Parks and Recreation, Other Services and Storm Sewers.

The Transportation area includes funding for roadways, traffic infrastructure and bridges and structures. The estimated budget over the next five years is $40,675,830.

The Parks and Recreation area includes funding for facility rehabilitation, parks upgrades, pathways and reforestation. The estimated budget over the next five years is $5,516,043.

The Other Services area includes funding for solar initiatives, innovative housing and debt repayments. The estimated budget over the next five years is $8,851,062.

The Storm Sewer area includes repair and rehabilitation of the City's storm sewer system. The estimated budget over five years is $3,690,000.

Total estimated Capital expenditures over the five years is $59,095,435.

Funding for the General Capital Reserve consists of funding from:

Sask Power Municipal Surcharge	$15,527,665
Taxation Revenue	$ 5,585,133
Investment Income	$12,560,000
Land Sale Proceeds	$ 5,975,000
Parks Dedication Reserve	$ 119,000
Federal/Provincial Funding	$ 898,385
Sask Energy Municipal Surcharge	$ 4,883,992

Total estimated capital revenues over the five years is $45,549,175.

The General Capital Reserve has funding challenges where over the five-year period, there is insufficient funding to service all of the spending demands. The current budgeted shortfall is $12,887,900.

In 2020, City Administration is proposing a 1% municipal increase be levied and dedicated to providing funding to the General Capital Reserve Budget for Leisure Services. This will generate an additional $295,000 to fund the capital works in this budget. The 1% has been incorporated into the overall proposed mill rate increase of 2.02%.

Also in 2020, City Administration is proposing that an additional $1,300,000 of Land Sale proceeds be directed to the General Capital Reserve. These additional proceeds would come from sale proceeds from development of the Southeast Industrial Subdivision. This contribution has been factored into the preliminary budget.

GENERAL CAPITAL RESERVE SUMMARY
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Carry over from previous year	$ 6,675,897	$ 4,785,266	$ 388,814	$ (7,305,667)	$ (9,322,939)	$ (11,079,847)	
SPC Funds Available	$ 2,814,524	$ 2,895,620	$ 2,996,967	$ 3,101,861	$ 3,210,426	$ 3,322,791	$ 15,527,665
Hospital Levy	$ 257,000	$ -	$ -	$ -	$ -	$ -	$ -
Taxation Revenue	$ 3,583,283	$ 3,844,186	$ 3,876,751	$ 3,993,054	$ 4,112,845	$ 4,236,231	$ 20,063,067
Capital Expenditure Fund Interest	$ 1,295,000	$ 2,610,000	$ 2,450,000	$ 2,475,000	$ 2,500,000	$ 2,525,000	$ 12,560,000
Land Sale Proceeds	$ 910,000	$ 2,210,000	$ 1,125,000	$ 880,000	$ 880,000	$ 880,000	$ 5,975,000
Parks Dedication Reserve	$ 20,000	$ -	$ 39,000	$ 19,500	$ 40,000	$ 20,500	$ 119,000
Federal/Provincial Funding	$ -	$ 381,275	$ 517,110	$ -	$ -	$ -	$ 898,385
SaskEnergy Mun. Surcharge	$ 912,500	$ 938,500	$ 957,270	$ 976,415	$ 995,944	$ 1,015,863	$ 4,883,992
Fundraising Contributions	$ 296,989	$ -	$ -	$ -	$ -	$ -	$ -
Transfer to Waterworks	$ (2,691,492)	$ (2,726,985)	$ (2,808,795)	$ (2,893,058)	$ (2,979,850)	$ (3,069,246)	$ (14,477,934)
Uncompleted Works	$ (3,672,747)	$ (4,126,906)	$ -	$ -	$ -	$ -	
Capital Funding Available	**$ 10,400,954**	**$ 10,810,956**	**$ 9,542,117**	**$ 1,247,105**	**$ (563,574)**	**$ (2,148,708)**	**$ 45,549,175**
Transportation	$ 4,468,962	$ 6,096,400	$ 12,629,500	$ 7,044,930	$ 7,317,500	$ 7,587,500	$ 40,675,830
Parks and Recreation	$ 1,093,130	$ 1,072,995	$ 1,320,585	$ 1,257,010	$ 853,153	$ 1,012,300	$ 5,516,043
Other Services	$ 2,546,445	$ 2,395,247	$ 2,157,699	$ 1,445,604	$ 1,430,620	$ 1,421,892	$ 8,851,062
Police Services	$ 65,000	$ 67,500	$ 70,000	$ 72,500	$ 75,000	$ 77,500	$ 362,500
Fire Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Downtown Facility & FieldHouse	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Storm Sewers	$ 405,000	$ 790,000	$ 670,000	$ 750,000	$ 840,000	$ 640,000	$ 3,690,000
Total Funding Required	$ 8,578,537	$ 10,422,142	$ 16,847,784	$ 10,570,044	$ 10,516,273	$ 10,739,192	$ 59,095,435
Surplus/Shortfall	**$ 1,822,417**	**$ 388,814**	**$ (7,305,667)**	**$ (9,322,939)**	**$ (11,079,847)**	**$ (12,887,900)**	

LAND DEVELOPMENT RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	($2,129,352)	($2,519,371)	$996,547	$1,240,080	$3,233,613	$4,327,146	
Contributions during the year	$3,103,100	$8,287,066	$243,533	$1,993,533	$1,093,533	$1,093,533	$12,711,198
Loan Proceeds	$0	$0	$0	$0	$0	$0	$0
less Land Dev Projects	$0	$0	$0	$0	$0	$0	$0
less Uncompleted Works	$6,249,805	$4,771,148	$0	$0	$0	$0	$4,771,148
Year End Balance	**($5,276,057)**	**$996,547**	**$1,240,080**	**$3,233,613**	**$4,327,146**	**$5,420,679**	

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,750,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	740,000	695,000	685,000	735,000	675,000	3,680,000
9033 - TR4 GRAVEL ROADWAYS	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000	16,413,383
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	24,000	25,000	26,000	27,000	28,000	130,000
Transportation	2,117,183	6,096,400	12,629,500	7,044,930	7,317,500	7,587,500	42,793,013
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	-	-	50,000	-	-	285,000
9311 - PR11 LIBRARY/ART MUSEUM	17,000	-	50,000	150,000	203,000	175,000	595,000
9314 - PR14 CRESCENT PARK UPGRADES	-	16,000	10,000	20,000	7,000	-	53,000
9323 - PR23 GEN UPGRADE - PKS	78,000	63,500	134,500	20,000	260,000	20,000	576,000
9347 - PR47 BUILDING IMPROVE	65,835	20,000	30,000	40,000	50,000	50,000	255,835
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	880	18,000	25,000	18,000	10,000	-	71,880
9356 - PR56 ENERGY MGT PROGRAM	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	105,000	-	212,000	-	-	742,000
9364 - PR64 CITY HALL	146,645	757,000	60,000	60,000	100,000	50,000	1,173,645
9365 - PR65 COMMUNITY PROJECTS	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	12,700	-	39,000	19,500	40,000	20,500	131,700
9371 - PR71 PLA-MOR PALACE	-	-	196,200	330,000	-	-	526,200
9372 - PR72 KINSMEN POOL	-	-	-	113,000	-	30,000	143,000
9373 - PR73 CULTURAL CENTRE	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	-	500,000	535,000
Parks & Recreation	1,053,464	1,072,995	1,320,585	1,257,010	853,153	1,012,300	6,569,507
9554 - OS2 INNOVATIVE HOUSING	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	-	-	-	-	182,472
9508 - GG8 SOLAR INITIATIVES	-	520,000	705,125	-	-	-	1,225,125
Other Services	319,203	2,395,247	2,157,699	1,445,604	1,430,620	1,421,892	9,170,265
9503 - PS1 POLICE BLDING RENOS	141,837	67,500	70,000	72,500	75,000	77,500	504,337
Police Services	141,837	67,500	70,000	72,500	75,000	77,500	504,337

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9403 - MP3 MULTIPLEX	33,940	-	-	-	-	-	33,940
9506 - DFFH CAPITAL UPGRADES	261,279	-	-	-	-	-	261,279
DFFH	295,219	-	-	-	-	-	295,219
9253 - SS1 STORM SEWERS	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
Storm Sewers	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
9802 - LD2 WESTHEATH PHASE V	4,771,148	-	-	-	-	-	4,771,148
Land Development	4,771,148	-	-	-	-	-	4,771,148
							-
TOTAL CAPITAL EXPENDITURES	8,898,054	10,422,142	16,847,784	10,570,044	10,516,273	10,739,192	67,993,489

TRANSPORTATION

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,750,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	740,000	695,000	685,000	735,000	675,000	3,680,000
9033 - TR4 GRAVEL ROADWAYS	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000	16,413,383
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	24,000	25,000	26,000	27,000	28,000	130,000
Transportation	2,117,183	6,096,400	12,629,500	7,044,930	7,317,500	7,587,500	42,793,013

Capital Project Summary Sheet

Title:	TR-1 Paved Roadways	Project #:	TR-1

Project Description

The City of Moose Jaw maintains 227 km of paved roadway infrastructure of varying ages and classes (Arterial, Collector and Locals) of which 83 km are designated Arterial/Collector. Restoration treatments are targeted at repairing streets in fair condition and restoring them to good condition. There are several different treatment options that may be used in 2020 including, Mill and Pave, Mill and Pave with an Overlay, Thin Overlay, Leveling, Crack Sealing and Micro Surfacing. Roads will be recommended from Associated Engineering's Road Condition Assessment.

Total Budget Amount: 18,750,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Paved Road Treatments	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,000,000	473.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-2 Sidewalks, Curbs & Gutter	Project #:	TR-2

Project Description

The City maintains approximately 219 km (or 146,000 slabs) of concrete sidewalks, 102 km curb & gutter, and 16,000 m2 of medians. These vary in age from new to over 100 years old. When the defects are significant enough or begin to become a safety concern, then replacement is considered. Separate and combined sidewalk, curb & gutter and median are considered under this remove and replacement. Paraplegic ramps are incorporated into all new sidewalk development/replacement at corners of sidewalks. The Engineering Dept is giving priority to the Special Needs Advisory Committee for requested locations. The replacement program is being complemented with a slab slicing program to address deflections, and a pilot slab jacking program to address depressions in walks and gutters.

Total Budget Amount: 2,799,530

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	522,100	541,500	559,930	576,500	599,500
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Slab Slicing	15,000	15,000	15,500	16,000	16,500	78,000	609.6
Slabs Jacking	15,000	15,500	16,000	16,500	17,000	80,000	609.6
Remove and Replacement of Sidewalks, Curb & Gutters, Medians, and Peraplegic Ramps	492,100	511,000	528,430	544,000	566,000	2,641,530	950.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-3 Traffic Control	Project #:	TR-3

Project Description

The City of Moose Jaw has 25 intersections having traffic signals as well as many Signaled Pedestrian Crossings. This Capital Project involves improvements to traffic control, operation, vehicular and pedestrian safety. This includes replacing aged infrastructure, as well as a physical intersection redesign to allow for more efficient vehicular and pedestrian movement.

Total Budget Amount: 3,680,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	150,000	740,000	695,000	685,000	735,000	675,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Traffic Control - Intersection Upgrades	695,000	670,000	660,000	710,000	650,000	3,385,000	645.6
Traffic Control - Signal Replacement	45,000	25,000	25,000	25,000	25,000	145,000	645.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	Gravel Roadways	Project #:	TR-4

Project Description

The Engineering Department maintains the City's inventory of 88 kilometers of lanes and 29.5 kilometers of graveled roads and identifies which are in need of repair. Capital Project TR-4 allocates funds for the rehabilitation of lanes and graveled roads prioritized according to the state of disrepair.

Total Budget Amount: 866,300

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	160,300	168,000	174,000	179,000	185,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Gravel Roadways	160,300	168,000	174,000	179,000	185,000	866,300	301.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-6 Structure Upgrades	Project #:	TR-6

Project Description

The City owns and maintains bridge and structure assets which are divided into three categories; 1) Bridges, 2) Subways and 3) Dams. The City has fifteen (15) bridges, six (6) subways and three (3) dams. The average age of the bridges is 56 years; this is much older than other jurisdictions throughout Canada. Based on an evaluation performed by Stantec Consulting Ltd., Engineering Services is recommending to repurpose Coteau St E Bridge into a pedestrian bridge, and to engage an engineering consultant to design for rehabilitation of 4th Ave Bridge.

Total Budget Amount: 16,413,383

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Bridges and Structures	900,000	7,600,000	2,000,000	2,200,000	2,500,000	15,200,000	1,184.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-30 Geothermal Well Rehab	Project #:	TR-30

Project Description

This project allocates funds for contribution to geothermal well rehabilitation works.

Total Budget Amount: 150,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	150,000	-	-	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Geothermal Well Rehab	150,000	-	-	-	-	150,000	139.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-40 Community Aesthetics	Project #:	TR-40

Project Description

The allocation of dedicated funds in the 5 Year Capital to provide for the replacement of the City's Christmas decorations over a ten (10) year period to address the deteriorated decorations originally purchased in the 1950's.

Total Budget Amount: 130,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	24,000	25,000	26,000	27,000	28,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
City Christmas Decorations	24,000	25,000	26,000	27,000	28,000	130,000	174.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

PARKS AND RECREATION

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	-	-	50,000	-	-	285,000
9311 - PR11 LIBRARY/ART MUSEUM	17,000	-	50,000	150,000	203,000	175,000	595,000
9314 - PR14 CRESCENT PARK UPGRADES	-	16,000	10,000	20,000	7,000	-	53,000
9323 - PR23 GEN UPGRADE - PKS	78,000	63,500	134,500	20,000	260,000	20,000	576,000
9347 - PR47 BUILDING IMPROVE	65,835	20,000	30,000	40,000	50,000	50,000	255,835
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	880	18,000	25,000	18,000	10,000	-	71,880
9356 - PR56 ENERGY MGT PROGRAM	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	105,000	-	212,000	-	-	742,000
9364 - PR64 CITY HALL	146,645	757,000	60,000	60,000	100,000	50,000	1,173,645
9365 - PR65 COMMUNITY PROJECTS	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	12,700	-	39,000	19,500	40,000	20,500	131,700
9371 - PR71 PLA-MOR PALACE	-	-	196,200	330,000	-	-	526,200
9372 - PR72 KINSMEN POOL	-	-	-	113,000	-	30,000	143,000
9373 - PR73 CULTURAL CENTRE	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	-	500,000	535,000
Parks & Recreation	1,053,464	1,072,995	1,320,585	1,257,010	853,153	1,012,300	6,569,507

Capital Project Summary Sheet

Title:	PR-3 Wakamow Valley Authority	Project #:	PR-3

Project Description

The City of Moose Jaw provides a set amount of matching funding to the Wakamow Valley Authority for designated capital construction projects to enhance the River Valley. The funding is provided based on the condition that the Authority matches the amount provided by the City each year. A 2% annual increase is also applied. Past projects include: Kiwanis River Park Multi-Purpose Facility (2004), a pedestrian walkway linking Churchill Park to Wakamow Valley (2011), the Suspension Bridge (2016) and the Connors Park Challenge Course (2018). The Lower-Level Crossing is the project currently funded under the program and it is anticipated that this will be substantially completed in 2020.

Total Budget Amount: 160,118

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	30,770	31,385	32,010	32,653	33,300
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Wakamow Valley Authority	30,770	31,385	32,010	32,653	33,300	160,118	707.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	City Complex Upgrade	Project #:	PR-4

Project Description

The City Complex was constructed in 1967 with two additions being added at later dates. It includes office space, a workshop for servicing the equipment fleet and workspace for many different departments. The facility also provides indoor and outdoor storage space for equipment, materials and supplies. In 2011, the facility received a $1.7 million upgrade which included significant changes to the building layout, new electrical and mechanical equipment and cosmetic upgrades. In 2018, the transformers, emergency power supply and fire alarm system were upgraded. Modernization of the heating and A/C units, ventilation and other mechanical components is also underway and will be completed in 2020. The next area for prioritized upgrades at the City Complex will be the shop area of the facility which will have to be addressed with additional funding in future years.

Total Budget Amount: 285,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	235,000	-	-	50,000	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-11 Library/Art Museum	Project #:	PR-11

Project Description

The Moose Jaw Public Library was officially opened in 1913 and was designated a municipal heritage property in 1982. In 1993, the original library was fully restored with a 44,000 square foot expansion which includes the Library and Art Museum you see today. The Parks and Recreation Department is responsible for the day to day maintenance of the facility as well as all capital upgrades. The Library is programmed and operated by the Moose Jaw Public Library Board and the Arts Museum is programmed and operated by the Moose Jaw Museum and Art Gallery Board. The last major renovation was over 25 years ago and significant investments will be required over the next 5-10 years to repair and restore many different areas to ensure that the facility will remain functional for years to come. These areas include roof, floor and window repairs and replacement as well as cross connection protection.

Total Budget Amount: 595,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	17,000	-	50,000	150,000	203,000	175,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Exterior Window Consulting- Libr	-	-	-	-	75,000	75,000	818.4
Consulting Roof Repairs	-	-	-	33,000	-	33,000	710.4
Cross Connection Protection	-	-	-	50,000	-	50,000	700.8
Flooring Replacement	-	50,000	150,000	120,000	-	320,000	840.0
Roof Repairs	-	-	-	-	100,000	100,000	842.4
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-14 Crescent Park Upgrades	Project #:	PR-14

Project Description

Crescent Park is located in the heart of the City and is a premier attraction for both tourists and local area residents. It encompasses approximately 28 acres and has a rich history in our community dating back to the early 1900's. There are many recreational and cultural facilities within the park such as the Phyllis Dewar Outdoor Pool, Tennis Club, Lawn Bowling Club, Amphitheatre, Library and Arts Museum which add to its attraction. In 2019, the Parks and Recreation Department was able to dredge a substantial portion of the serpentine and would like to continue to make progress in this area over the next 2 years. The proposed Crescent Park upgrades include replacing plastic garbage bins with decorative animal proof bins, stone wall, fence repairs and replacement, signage updates and equipment storage building upgrades.

Total Budget Amount: 53,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	16,000	10,000	20,000	7,000	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Serpentine Dredging	10,000	-	10,000	-	-	20,000	1,008.0
Crescent Park Upgrades	6,000	10,000	10,000	7,000	-	33,000	712.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-23 General Upgrades - Parks	Project #:	PR-23

Project Description

Capital funding in PR23 provides for the long-term development and upgrading of the City's green spaces, parks, and athletic areas. There are many priority projects identified over the next 5 years that involve repairing our existing infrastructure therefore no new facilities have been recommended until the existing amenities can be addressed. Projects include: Installing back flow valves to all water connections, replacing hundreds of sprinkler heads to improve efficiencies, replacing and repairing park signage, completing the grandstand repairs at Ross Wells Park, replacing 2 of our aging playgrounds, restoring the exterior of the outdoor rink building in Sunningdale, replacing the utility building in Admiral park and consultation regarding our city-wide irrigation systems to improve overall efficiencies.

Total Budget Amount: 576,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	78,000	63,500	134,500	20,000	260,000	20,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Backflow Valves Continued	10,000	10,000	10,000	10,000	10,000	50,000	979.2
Bldg Upgrade-Sunningdale Park	-	51,000	-	-	-	51,000	1,053.0
Bldg Upgrade-Admiral Park	12,000	-	-	-	-	12,000	708.0
Clark Gilles Playground	-	-	-	105,000	-	105,000	861.6
Irrigation Systems Consulting	-	-	-	15,000	-	15,000	799.2
Playgrnd Replacemt-Moose Square	-	-	-	120,000	-	120,000	861.6
Park Sign Replacement	13,500	46,500	-	-	-	60,000	729.6
Rosswells Park - Grandstand	25,000	-	-	-	-	25,000	796.8
Sprinkler Head Replacement	3,000	27,000	10,000	10,000	10,000	60,000	734.4
						-	

Capital Project Summary Sheet

Title:	PR-47 Building Improvements	Project #:	PR-47

Project Description

Capital funding in PR47 provides for upgrades to City Facilities that are currently not identified with the existing PR accounts or projects that benefit multiple facilities. The largest priority in this area is restoring the annual capital funding to the Facilities Reserve which funds emergency repairs to City facilities. With many aging facilities and an increase in emergency expenditures, it is suggested that the annual contribution begin at $20,000 in 2020 and be increased by $10,000 every year with a maximum annual contribution of $50,000 beginning in 2023.

Total Budget Amount: 255,835

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	65,835	20,000	30,000	40,000	50,000	50,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Annual Facilities Reserve Contr.	20,000	30,000	40,000	50,000	50,000	190,000	1,596.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-49 Cemetery Improvements	Project #:	PR-49

Project Description

The Parks and Recreation Department operates and maintains the Moose Jaw Cemetery located at 1005 Caribou Street East and the Rosedale Cemetery located at 1804 Caribou Street West. Capital funding in PR49 helps with the upgrades required to effectively provide these services and maintain our assets. Automation to the irrigation system at the Moose Jaw Cemetery has been identified in 2021. An automated system would improve efficiencies and reduce the about of manual labour and supervision required with the existing system.

Total Budget Amount: 78,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	78,000	-	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Automation System - Cemetery	-	78,000	-	-	-	78,000	710.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-52 Pathway Upgrade	Project #:	PR-52

Project Description

In 1988, a commitment was made to ensure that capital funding is allocated annually to upgrade various portions of the Rotary Trail. The Rotary Trail system has since been expanded therefore the Parks and Recreation Department has initiated a Trails Master Plan which will help prioritize the upgrades required to the over 40km of pathways within the City. It is estimated that the Master Plan will be completed in 2020 and the Parks and Recreation Department is recommending that annual funding allocations be re-implemented in 2021 so work can begin on repairing damaged pathways and extending new areas of pathways to provide better connections within the trail system as per the new Master Plan.

Total Budget Amount: 220,590

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	15,590	-	25,000	40,000	80,000	60,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Pathway Development	-	25,000	40,000	80,000	60,000	205,000	1,292.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-55 Reforestation City	Project #:	PR-55

Project Description

The annual allocation to the Reforestation Program has been in place since 1999. The program includes planting of new trees in advance of older trees dying, planting of trees in new areas, removal and replacement of dead and dying trees, enhanced care of the new plantings for the first three years. Over the years, the Parks and Recreation Department has planted in excess of 5000 new or replacement trees throughout the city. Also included over these years has been the maintenance of these new plantings including watering, fertilizing and pruning to ensure that these trees get a good start. This enhanced care not only provides the new trees with a healthy start, but also provides the City with insurance on the investment in reforestation. Work slated for the next 5 years will include planting of trees on city boulevards, new plantings in various locations throughout the City and the maintenance of trees planted in previous years.

Total Budget Amount: 71,880

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	880	18,000	25,000	18,000	10,000	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Reforestation - Tree Mtce.	18,000	25,000	18,000	10,000	-	71,000	1,100.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-56 Energy Management Program	Project #:	PR-56

Project Description

The City of Moose Jaw maintains several buildings that range in age from 9 to over 100 years. Due the age and current condition of these buildings and their components, there are significant opportunities to realize energy, operating and maintenance cost savings through the modernization and replacement of aging equipment. In 2018, funding in the amount of $160,000 was used for Phase 1 of LED lighting upgrades which included Kinsmen Pool, Kinsmen Arena, Equipment Stores, Complex storage, and the Pla-mor Palace ice rinks. Phase 2 of the LED lighting upgrade is City Hall which began in 2019 and will be fully completed in 2020. The final phase of the LED lighting project identified in 2021 includes the Library, Art Museum and Cultural Centre.

Total Budget Amount: 120,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	120,000	-	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Lighting Upgrades Phase 3	-	120,000	-	-	-	120,000	1,196.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-59 Accessibility Upgrades	Project #:	PR-59

Project Description

The Accessibility Upgrades program was initiated in 2002 and has allowed for accessibility upgrades to be completed at 14 different City facilities. In 2013 at updated priority list which included 11 additional facilities was completed by the Special Needs Advisory Committee and approved by City Council. 3 of these facilities have since been addressed with the following remaining to be completed: Arts Museum, West End Park, Kinfield Park, Ross Wells Park, Bell Park, Smith Park, Sunningdale Park, and Moose Square Park. The capital funding over the next 5 years will go towards completing many of these projects.

Total Budget Amount: 216,526

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	45,301	31,225	32,000	34,000	36,000	38,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Accessibility Upgrades	31,225	32,000	34,000	36,000	38,000	171,225	1,244.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-63 Kinsmen Sportsplex Arena	Project #:	PR-63

Project Description

The Kinsmen Sportsplex Arena was constructed in 1975 and continues to be a popular facility within the community. Ice is available from September 15 to March 31 on an annual basis and then converted to a sports floor from early April to mid August. In 2019, the Parks and Recreation Department encountered significant issues with maintaining the ice early in the season as the existing dehumidifier went out of service and could not be repaired. It is extremely important that the unit be replaced prior to the 2020 ice making season therefore the Parks and Recreation Department has added it to the 2020 capital project list. Other projects in the 5-year plan include cross connection protection, cooling system upgrades to discontinue the use of R-22 refrigerant and the implementation of a "Real Ice" system which will provide efficiencies as is it allows ice surfaces to be resurfaced using cold water which reduces consumption of natural gas and the electrical demand of ice plants and dehumidifiers.

Total Budget Amount: 742,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	425,000	105,000	-	212,000	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
Dehumidifier Replacement	105,000	-	-	-	-	105,000	1,835.0
R-22 System Upgrade - Kinsmen	-	-	117,000	-	-	117,000	1,088.0
Real Ice System - Kinsmen Arena	-	-	45,000	-	-	45,000	799.2
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-64 City Hall	Project #:	PR-64

Project Description

City Hall was built in 1912 with the last significant renovation occurring in 1986. The proposed 5-year capital plan includes converting the cooling system from R-22 refrigerant to C02, continuing with the brick repointing and sandstone restoration, completing building automation system upgrades to move from pneumatic to digital and installing cross connection protection. Funding in future years will also be required to replace windows as well as flooring, paint and doors.

Total Budget Amount: 1,173,645

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	146,645	757,000	60,000	60,000	100,000	50,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Bldg Automation System Upgrade-City Hall/Police Station	-	-	-	100,000	-	100,000	744.0
Cross Connection Protection	-	-	-	-	50,000	50,000	700.8
R-22 System Uprgade for City Hall	757,000	-	-	-	-	757,000	1,088.0
Repointing City Hall Bricks	-	60,000	60,000	-	-	120,000	828.0
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-65 Community Projects	Project #:	PR-65

Project Description

In 2004, the Parks and Recreation Department established a separate grant fund to be allocated on an annual basis known as PR65 Community Projects Capital Grant with specific criteria for funding community projects at City owned facilities or on City owned land. The program contributes up to 50 percent of the total cost of a project to a maximum of 50% of the available funding. The purpose of the program is to enable community groups to undertake capital development or renovation projects that will result in short- and long-term benefits to the community. The focus of the project must be related to improvement of parks or facilities providing recreation, sport, arts, or cultural opportunities to the community. All developments must have a minimum life span of five years.

Total Budget Amount: 179,013

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	11,513	31,500	32,500	33,500	34,500	35,500
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Capital Grant Program Projects	31,500	32,500	33,500	34,500	35,500	167,500	799.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-68 Parks Dedication Reserve	Project #:	PR-68

Project Description

The Parks Dedication Reserve was established during the 1980's with funding generated from the sale of city lots in new developments. These funds are reserved for the future development or enhancement of green spaces and recreational amenities as a result of growth. The balance of the Parks Dedication Reserve as of the end of 2018 was $1,457,585 and divided as follows: Grayson Industrial - $180,958, New Rock - $154,700, VLA - $14,452, West Heath - $467,251, West Park - $192,118, General Account- $448,106. There are 2 projects/programs currently identified from the Parks Dedication Reserve in the 5-year plan. The 1st is the Boulevard Tree Program which provides a boulevard tree to all residents in new sub-divisions. The 2nd project is the return of the seasonal Landscape Development Staff which was removed in the 2019 and 2020 capital budgets. This position is a long-standing partnership with Sask Polytechnic in which an Architectural Technologies Student assists the Department with designs, specifications, community input and with the tendering and process for the annual capital construction program.

Total Budget Amount: 131,700

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	12,700	-	39,000	19,500	40,000	20,500
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Boulevard Tree Program - New Developments	-	20,000	-	20,000	-	40,000	457.6
Development Tech	-	19,000	19,500	20,000	20,500	79,000	480.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-71 Pla-Mor Palace	Project #:	PR-71

Project Description

The Pla-Mor Palace consists of two indoor arenas and is used on a seasonal basis. The Wally Boschuck Arena was constructed in 1967 and the Bert Hunt Arena was added in 1989. Ice is available at the Wally Boschuck from October 15 to March 15 and the Bert Hunt from October 1 to March 15 on an annual basis. The arenas are not used during the non-ice season. There are $526,200 in projects identified in the 5-year plan which includes cross connection protection, heat exchanger replacement, roof repairs and the implementation of a "Real Ice" system which will provide efficiencies as is it allows ice surfaces to be resurfaced using cold water which reduces consumption of natural gas and the electrical demand of ice plants and dehumidifiers. It is also important to note that the current five-year plan does not include the expansion of the female dressing room space which was identified in previous capital plans. The Department still deems this expansion a priority and would like to explore funding opportunities and partnerships to get the expansion back in the plans.

Total Budget Amount: 526,200

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	196,200	330,000	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Consulting - Roof Repairs - Pla-Mor Palace	-	26,200	-	-	-	26,200	954.0
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
Real Ice System - Pla-Mor Palace	-	-	80,000	-	-	80,000	799.2
Roof Repairs - Pla-Mor Palace	-	-	200,000	-	-	200,000	954.0
Pla-Mor Palace Heat Exchanger	-	170,000	-	-	-	170,000	1,008.0
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-72 Kinsmen Pool	Project #:	PR-72

Project Description

The indoor pool at the Kinsmen Sportsplex was constructed in 1996 and is an extremely well attended facility in the community. In 2019, City Council approved the allocation of $425,000 in additional gas tax funding to be re-directed to Kinsmen Sportsplex facility upgrades. These upgrades will be completed in 2020 and include the restoration of the upper-built roof, a new fire suppression on the arena side and a full renovation of the pool changerooms, facility washrooms and reception area. The gas tax allocation has allowed the Department to focus on other important projects in the 5-year plan that will help extend the useful life of this important facility. The projects that have been identified include the replacement of the pool grates in 2022 and consulting for pool mechanical upgrades in 2024.

Total Budget Amount: 143,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	-	113,000	-	30,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Consulting - Pool Mechanical Upgrades	-	-	-	-	30,000	30,000	646.2
Pool Grate Replacement	-	-	113,000	-	-	113,000	753.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-73 Cultural Centre	Project #:	PR-73

Project Description

The Moose Jaw Cultural Centre opened in April 2004. The facility is owned by the City of Moose Jaw and operated by Moose Jaw Cultural Centre Inc. who is responsible for the operation, management and programming of the facility while the Parks and Recreation Department is responsible for the day to day maintenance of the facility as well as all capital upgrades. The facility includes: The Conexus Arts Centre, the Mae Wilson Theatre, meeting rooms, studios, artist in residence area, pottery room, dressing rooms and support facilities to host a variety of performers and artistic workshops. The Mae Wilson Theatre is a 420-seat performing arts theatre which hosts a variety of performances on an annual basis. The building was originally built in 1916 and was renovated during construction with some of the original plaster and features of the original theatre being restored. There are 2 major projects identified in the 5-year capital plan. It is proposed that the cooling system be upgraded in 2021 to discontinue the use of R-22 refrigerant as per new government regulations that are coming into effect in January 2020. The 2nd project is the installation of cross connection protection which is identified in 2022.

Total Budget Amount: 507,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	457,000	50,000	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
R-22 System Upgrade - Culture Centre	-	457,000	-	-	-	457,000	1,088.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-74 Yara Centre	Project #:	PR-74

Project Description

The Yara Centre is a multi-use facility which opened in 2011 and offers the community the opportunity to experience sport, culture, and recreation in both competitive and non-competitive environments. The facility promotes active and healthy lifestyles in a positive atmosphere where all are welcome to participate in an activity that best suits the individual. The Parks and Recreation Department assumed the operation of the facility in 2019 and will be including future capital projects at the Yara Centre within the Department's overall capital plan. Current projects identified in the 5-year plan include a piping retrofit in 2022 and indoor turf replacement in 2024. The $500,000 identified for the turf replacement does not cover the entire projected cost of $800,000 and an additional $300,000 will be requested from the Multi-Plex Reserve Account.

Total Budget Amount: 535,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	-	35,000	-	500,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Piping Retrofit - Yara Centre	-	-	35,000	-	-	35,000	727.2
Turf Replacement - Yara Centre	-	-	-	-	500,000	500,000	1,267.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

OTHER SERVICES

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9554 - OS2 INNOVATIVE HOUSING	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	-	-	-	-	182,472
9508 - GG8 SOLAR INITIATIVES	-	520,000	705,125	-	-	-	1,225,125
Other Services	319,203	2,395,247	2,157,699	1,445,604	1,430,620	1,421,892	9,170,265

Capital Project Summary Sheet

Title:	Solar Initiatives	Project #:	GG8

Project Description

Council previously approved a $1,225,125 Solar Power Initiative Program funded from the Transit Funds allocated to the City of Moose Jaw. The cost of a 100 Kilowatt System is estimated at $260,000 or the ability to complete 5 locations with payback of 3.5 years on the capital investment.
It is proposed that a ground based solar array be installed at two City locations in 2020 and 3 locations in 2021, still to be determined.

Total Budget Amount: 1,225,125

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	520,000	705,125	-	-	-
Operating	-	(40,000)	(100,000)	(100,000)	(100,000)	(100,000)

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Solar Initiatives	520,000	705,125	-	-	-	1,225,125	1,664.0
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	

STORM SEWERS

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9253 - SS1 STORM SEWERS	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
Storm Sewers	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000

Capital Project Summary Sheet

Title:	SS-1 Storm Sewers	Project #:	SS-1

Project Description

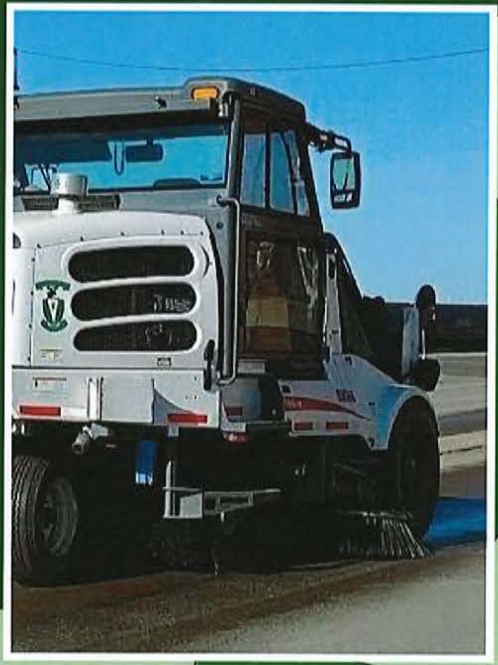
The Storm Sewers Project includes improvement to surface drainage, as well as replacement, refurbishment and upgrades to the City's existing Storm Sewer infrastructure. The Catch Basins and Manholes Project includes improvement to surface drainage, replacement or restoration and upgrades of catch basins, leads and manholes. The Culverts and Ditches Project includes improvement to surface drainage, replacement and upgrades of culverts and ditch drainage.

Total Budget Amount: 3,890,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	200,000	790,000	670,000	750,000	840,000	640,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Catch Basins and Manholes	160,000	180,000	200,000	220,000	190,000	950,000	324.0
Culverts and Ditches	110,000	120,000	100,000	120,000	100,000	550,000	224.0
Storm Sewers	520,000	370,000	450,000	500,000	350,000	2,190,000	324.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	



Equipment Reserve Budget

Equipment Reserve Budget Overview

The City of Moose Jaw has had an Equipment Reserve for more than 60 years. The purpose of the reserve is to provide a system to ensure that funding is in place to replace equipment. Equipment needs are driven by the requirements to deliver the various approved programs in the City's Capital, Operating and Utility Budgets. The basic philosophy of paying as you go rather than borrowing for equipment purchases has not changed and remains intact today.

The value of the Equipment Reserve to the City of Moose Jaw is threefold. First, the ability to save funds for future purchases allows the fund to generate investment earnings which go toward the purchase of the equipment. This benefit is in the neighbourhood of $740,000 even in this period of low interest rates.

City Council's initiative of establishing an Investment Committee and directing the City's reserve funds to professional portfolio managers is expected to generate benefits to the Equipment Reserve in terms of the investment income. Based upon the Investment targets established for the City's invested funds, the annual investment income would be expected to grow nearly double to an estimated $1,400,000 annually. This additional investment earnings will allow for annual equipment reserve contribution to decrease by a similar amount which will result in a reduction of required funds from the municipal tax levy.

Secondly, if funds were not set aside for future purchases, there would be a need to borrow and the associated cost of borrowing would add significantly to the overall purchase price and additional taxation funded contributions would be required.

Thirdly, the Equipment Reserve, by reserving, provides for the necessary funding of replacement equipment and in doing so, takes away the need for equipment purchases to compete with other capital projects for funding. Many cities do not have an equipment reserving system and as such, must allocate a portion of their Capital monies each year for equipment purchases. For the City to deliver its programs and services as well as rehabilitate its aging infrastructure, it must have the necessary equipment to perform those tasks.

The Equipment Reserve Budget as presented will result in increased contribution costs which have been accounted for in the various budgets. In future years as investment income increases, these contributions will be able to be decreased.

The ability to earn interest on monies set aside, coupled with not having to borrow funds to buy equipment, continues to provide the City and its citizens a significant benefit each year.

2020 - 2024 Equipment Reserve Budget
SUMMARY

DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
ENGINEERING	$ 2,505,298	$ 691,802	$ 1,133,832	$ 885,968	$ 998,355	$ 6,215,255
PARKS & RECREATION	261,823	467,687	135,604	244,580	269,504	1,379,198
FINANCE	44,458	199,133	24,822	4,000	16,642	289,055
INFORMATION TECHNOLOGY	520,556	180,409	173,444	99,950	222,873	1,197,232
TRANSIT	3,964	68,187	658,312	1,177,275	43,428	1,951,166
FIRE SERVICE	302,407	143,480	138,284	56,013	26,745	666,929
CITY MANAGER, MAYOR	3,268	8,292	49,727	2,000	2,000	65,287
CITY CLERK/SOLICITOR	25,407	2,067	7,435	1,000	1,000	36,909
HUMAN RESOURCES	1,000	4,958	2,962	3,111	3,928	15,959
PLANNING & DEVELOPMENT	24,721	1,541	29,000	39,000	1,000	95,262
SAFETY	500	500	2,612	500	500	4,612
LIBRARY	49,381	70,060	203,491	258,841	95,850	677,623
ART MUSEUM	17,864	13,098	19,257	21,020	10,597	81,836
CULTURAL CENTRE	51,815	134,736	39,005	6,635	41,965	274,156
MOSAIC PLACE	39,034	34,149	31,646	141,866	235,141	481,836
FUNDING REQUIRED	$ 3,851,496	$ 2,020,099	$ 2,649,433	$ 2,941,759	$ 1,969,528	$ 13,432,315
FUNDING SOURCES:						
AVAILABLE FROM DEPRECIATION	3,076,451	2,020,099	2,649,433	2,941,759	1,969,528	12,657,270
AVAILABLE FROM CONTROL ACCOUNT	775,045	-	-	-	-	775,045
	$ 3,851,496	$ 2,020,099	$ 2,649,433	$ 2,941,759	$ 1,969,528	$ 13,432,315
5YR BUDGET IMPLICATIONS	$ 156,922	$ 3,682	$ 558	$ 33,270	$ 28,324	$ 222,756
BUDGET IMPLICATIONS ALL YEARS			$ 645,536			

2020 - 2024 Equipment Reserve Budget
Uncompleted Works

DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
Clerks - Small Equipment	16,018	-	-	-	-	16,018
Clerks - Council Table	16,900	-	-	-	-	16,900
Cultural Centre - Fixed Speakers	27,000	-	-	-	-	27,000
Cultural Centre - Multi-media Projector	12,000	-	-	-	-	12,000
Cultural Centre - Small Equipment	20,884	-	-	-	-	20,884
Finance - Office Workstation Replacement	28,049	-	-	-	-	28,049
Finance - Exemption Database	7,500	-	-	-	-	7,500
Finance - Small Equipment	22,497	-	-	-	-	22,497
Fire - Small Equipment	7,528	-	-	-	-	7,528
IT - Wireless WAN	72,300	-	-	-	-	72,300
IT - Website	40,000	-	-	-	-	40,000
IT - Programming Software	1,942	-	-	-	-	1,942
IT- GPS Device x 2	24,000	-	-	-	-	24,000
IT-Clerks MFD Fire & Complex	22,000	-	-	-	-	22,000
IT-Meeting Room & Workstations	25,000	-	-	-	-	25,000
IT-RFS System	20,000	-	-	-	-	20,000
IT- Small Equipment	110,515	-	-	-	-	110,515
Planning & Dev - Small Equipment	19,094	-	-	-	-	19,094
Library - Book Security System & Self-Check	97,000	-	-	-	-	97,000
Library - Circulation/Public Service Desk	19,800	-	-	-	-	19,800
Library - Small Equipment	2,381	-	-	-	-	2,381
P & R - Downtown Banners	32,000	-	-	-	-	32,000
P & R - Small Equipment	4,821	-	-	-	-	4,821
Mosaic - Small Equipment	18,359	-	-	-	-	18,359
Mosaic - Zamboni	139,378					139,378
Mosaic Network Switches	141,000	-	-	-	-	141,000
Mosaic Boom Lift	80,000	-	-	-	-	80,000
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
	$ 1,027,966	$ -	$ -	$ -	$ -	$ 1,027,966

2020 - 2024 Equipment Reserve Budget
Engineering Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	1/2 TON TRUCK - 4x4	$ 40,000	$ -	$ -	$ -	$ -	$ 40,000
NEW	TRENCH PACKER - 1	60,000	-	-	-	-	60,000
NEW	TRENCH PACKER - 2	60,000	-	-	-	-	60,000
W0041N	SWEEPER	235,000	-	-	-	-	235,000
W0050NNN	IMPACTOR	25,000	-	-	-	-	25,000
W0052N	IMPACTOR	25,000	-	-	-	-	25,000
W0054NN	IMPACTOR	45,000	-	-	-	-	45,000
W0063N	ROLLER	60,000	-	-	-	-	60,000
W0104N	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0118NN	SAND TRUCK	360,000	-	-	-	-	360,000
W0119NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0121NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0127NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0137NN (U	TANDEM DUMP TRUCK	195,000	-	-	-	-	195,000
W0313NN	SEWER CAMERA VAN	85,000	-	-	-	-	85,000
W0408N	TRAILER, 12 TON PINTLE	50,000	-	-	-	-	50,000
W0428NNN	TRAILER FLAT DECK	16,000	-	-	-	-	16,000
W0433N	VARIABLE MESSAGE BD (ARROW)	25,000	-	-	-	-	25,000
NEW	ENG OFFICE RENOVATIONS	200,000	-	-	-	-	200,000
NEW	TRENCH CAGE	25,000	-	-	-	-	25,000
ENG11	TRENCH CAGE	25,000	-	-	-	-	25,000
SHOP15	SHOP HOISTS x3	147,200	-	-	-	-	147,200
SHOP16	TRANSMISSION FLUSHER	12,020	-	-	-	-	12,020
SHOP17N	MIG WELDER	8,317	-	-	-	-	8,317
W0046	SNOW BLOWER	-	110,000	-	-	-	110,000
W0100N	TRUCK	-	60,000	-	-	-	60,000
W0156N	F.E. LOADER	-	260,000	-	-	-	260,000
W0166N	PUMP	-	9,876	-	-	-	9,876
W0187	WELDER TRAILER	-	11,000	-	-	-	11,000
W0196	FRONT BLADE USED WITH 89N	-	6,000	-	-	-	6,000
W0317	ROCK WHEEL ATTACHMENT	-	17,000	-	-	-	17,000
W0393	SIDEWALK GRINDER	-	7,100	-	-	-	7,100
W0394	CONCRETE SAW	-	3,810	-	-	-	3,810
W0395N	CONCRETE SAW	-	7,000	-	-	-	7,000
W0424N	TRAILER	-	7,500	-	-	-	7,500
ENG14	SURVEY GPS SYSTEM	-	59,250	-	-	-	59,250
ENG4	TOTAL STATION SURVEY INST	-	14,900	-	-	-	14,900
ENG6N	PLOTTER/SCANNER/COPIER	-	34,600	-	-	-	34,600
ENG12	NUCLEAR DENSITY METER	-	7,900	-	-	-	7,900
SHOP18	AIR COMPRESSOR	-	22,100	-	-	-	22,100
SHOP2N	LAWNMOWER HOIST	-	14,476	-	-	-	14,476
SHOP6N	METAL IRON WORKER	-	26,600	-	-	-	26,600
W0085	TRUCK (with service body)	-	-	75,000	-	-	75,000
W0065NN	VAN	-	-	40,000	-	-	40,000
W0067	TRUCK(w/SERVICE BODY)	-	-	75,000	-	-	75,000
W0070	TRUCK	-	-	50,000	-	-	50,000
W0109	TRUCK & ASPHALT SPRAYER	-	-	140,000	-	-	140,000
W0148N	FRONT END LOADER	-	-	260,000	-	-	260,000
W0151NN	SNOW PLOW BLADE	-	-	30,000	-	-	30,000
W0162N	1/2 TON TRUCK 4WD	-	-	38,000	-	-	38,000
W0171	TRUCK	-	-	80,000	-	-	80,000
W0319N	CONCRETE SAW	-	-	1,900	-	-	1,900
W0367N	SURFACE PREPARATION MACHINE	-	-	5,000	-	-	5,000
W0190N	ASPHALT MILLING ATTACHMENT	-	-	250,000	-	-	250,000
ENG2N	PLOTTER	-	-	25,500	-	-	25,500

2020 - 2024 Equipment Reserve Budget
Engineering Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
W0048N	SWEEPER	-	-	-	235,000	-	235,000
W0082N	1/2 TON TRUCK	-	-	-	50,000	-	50,000
W0091NNN	TRUCK	-	-	-	50,000	-	50,000
W0102N	GRAVEL BOX/HOIST	-	-	-	60,000	-	60,000
W0105NNN	TRUCK	-	-	-	38,000	-	38,000
W0106N	1/2 TON	-	-	-	60,000	-	60,000
W0140	FRONT END LOADER BACKHOE	-	-	-	200,000	-	200,000
W0168N	PUMP	-	-	-	8,500	-	8,500
W0179	TRASH PUMP	-	-	-	8,000	-	8,000
W0365	TAPPING MACHINE	-	-	-	36,200	-	36,200
W0904	TRUCK	-	-	-	62,000	-	62,000
ENG5N	GPS SURVEY INSTRUMENT	-	-	-	30,000	-	30,000
ENG7N	PAINT SHAKER	-	-	-	5,700	-	5,700
SHOP8N	BRAKE DRUM LATHE	-	-	-	19,913	-	19,913
W0042N	SWEEPER	-	-	-	-	235,000	235,000
W0073N	TRUCK	-	-	-	-	38,000	38,000
W0076	VAN	-	-	-	-	40,000	40,000
W0084N	1/2 TON TRUCK	-	-	-	-	50,000	50,000
W0142N	PATROL	-	-	-	-	385,000	385,000
W0167N	PUMP	-	-	-	-	5,500	5,500
W0304NN	LINE MARKER	-	-	-	-	15,000	15,000
W0307NN	LINE MARKER	-	-	-	-	150,000	150,000
W0391NN	TAMPER	-	-	-	-	2,000	2,000
W0392N	VALVE EXCERCISER	-	-	-	-	12,000	12,000
W0414	TRAILER-S&W	-	-	-	-	50,000	50,000
W0950	ROLLER (Attach 108)	-	-	-	-	9,180	9,180
	SMALL EQUIPMENT	166,761	12,690	63,432	22,655	6,675	272,213
FUNDING REQUIRED		$ 2,505,298	$ 691,802	$ 1,133,832	$ 885,968	$ 998,355	$ 6,215,255
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		1,961,883	691,802	1,133,832	885,968	998,355	5,671,840
AVAILABLE FROM CONTROL ACCOUNT		543,415	-	-	-	-	543,415
		$ 2,505,298	$ 691,802	$ 1,133,832	$ 885,968	$ 998,355	$ 6,215,255
OPERATING BUDGET IMPLICATIONS		$ 109,754	$ (6,004)	$ (3,846)	$ 9,158	$ 19,807	$ 128,869
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ 390,412				

2020- 2024 Equipment Reserve Budget
Parks & Recreation Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	CHEMICAL SPRAYER ATTACH	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000
NEW	TRAILERS (REFURBISH #402)	6,000	-	-	-	-	6,000
W0045N	SNOW BLOWER ATTACHMENT	29,200	-	-	-	-	29,200
NEW	CARD ACCESS SYS - PLA-MOR P/	24,995	-	-	-	-	24,995
NEW	FIELD MARKING PAINT SPRAYER	18,645	-	-	-	-	18,645
NEW	STARTING BLOCKS	30,000	-	-	-	-	30,000
NEW	SURVEILLANCE SYS - CULT CENT	11,595	-	-	-	-	11,595
PRCS21	SCORECLOCK/FOOTBALL	-	20,000	-	-	-	20,000
PRCS34N	FLOOR SCRUBBER - SC	-	6,500	-	-	-	6,500
PRCS40N	FLOOR SCRUBBER-KS	-	14,539	-	-	-	14,539
PRCS9	TIMING SYSTEM - KS	-	65,000	-	-	-	65,000
PRCS59	YC - ELLIPTICALS (3)	-	14,985	-	-	-	14,985
PRCS60	YC - STEP MACHINES (2)	-	6,590	-	-	-	6,590
PRCS61	YC - RECUMBENT BIKES (2)	-	6,390	-	-	-	6,390
PRCS62	YC - SPINNING BIKES (11)	-	14,745	-	-	-	14,745
W0044	SWEEPER	-	24,500	-	-	-	24,500
W0081	TRUCK	-	35,000	-	-	-	35,000
W0205N	TRACTOR	-	110,000	-	-	-	110,000
W0217NN	MOWER	-	60,000	-	-	-	60,000
W0473N	MOWER	-	8,100	-	-	-	8,100
W0494N	MOWER	-	26,000	-	-	-	26,000
W0080	TRUCK	-	-	35,000	-	-	35,000
W0324	TRACTOR/MOWER	-	-	17,500	-	-	17,500
W0419	TRAILER	-	-	2,600	-	-	2,600
PRCS41	SELF-PROPELLED ICE PAINTER	-	-	9,520	-	-	9,520
PRCS35N	CARPET EXTRACTOR - LM	-	-	15,000	-	-	15,000
PRCS6NN	2 - POOL VACUUMS - KS	-	-	12,000	-	-	12,000
W0090	TRUCK	-	-	-	42,000	-	42,000
W0093N	VAN	-	-	-	38,500	-	38,500
W0247	SOD CUTTER	-	-	-	3,900	-	3,900
W0483	ICE RESURFACER	-	-	-	120,000	-	120,000
W0110N	TRUCK	-	-	-	-	107,900	107,900
W0294	OVERSEEDER	-	-	-	-	19,600	19,600
W0320	MOWER	-	-	-	-	21,000	21,000
PRCS22	SCORECLOCK/FASTBALL	-	-	-	-	20,000	20,000
PRCS3NN	FLOOR SCRUBBER - PLAMOR	-	-	-	-	13,810	13,810
PRCS63	YC - LEG PRESS (1)	-	-	-	-	6,095	6,095
PRCS65	YC - AUDIO RACK & STEREO SYS	-	-	-	-	10,000	10,000
PRKS66	YC - BATTING CAGE	-	-	-	-	16,000	16,000
	SMALL EQUIPMENT	131,388	55,338	43,984	40,180	55,099	325,989
FUNDING REQUIRED		$ 261,823	$ 467,687	$ 135,604	$ 244,580	$ 269,504	$ 1,379,198
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		90,150	467,687	135,604	244,580	269,504	1,207,525
AVAILABLE FROM CONTROL ACCOUNT		171,673	-	-	-	-	171,673
		$ 261,823	$ 467,687	$ 135,604	$ 244,580	$ 269,504	$ 1,379,198
OPERATING BUDGET IMPLICATIONS		14,019	$ 20,176	$ 6,585	$ 3,728	$ 2,853	$ 47,361
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ 77,452				

2020 - 2024 Equipment Reserve Budget
Information Technology Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
IT4	PRIMARY DATACENTER	$ 170,000	$ -	$ -	$ -	$ -	$ 170,000
IT5	NETWORK SWITCHING & WIRELESS	82,000	-	-	-	-	82,000
IT14N	DISASTER RECOVERY	110,000	-	-	-	-	110,000
IT31	SPORSPLEX MFD	11,000	-	-	-	-	11,000
IT11 (FIN3	WIRELESS WAN TOWER	-	23,600	-	-	-	23,600
IT13 (FIN3	TRAINING ROOM-FURNISHINGS	-	10,000	-	-	-	10,000
IT21	(7)TOUGHBOOKS\DOCK STN	-	45,500	-	-	-	45,500
IT10N	WIRELESS WAN EQUIP	-	-	72,300	-	-	72,300
IT19NN	GIS AERIAL PHOTOGRAPHY	-	-	27,000	-	-	27,000
IT25	ENGINEERING MFD	-	-	17,000	-	-	17,000
IT23N	CLERKS MFD #1	-	-	-	20,000	-	20,000
IT24N	CLERKS MFD #2	-	-	-	20,000	-	20,000
IT26	FINANCE MFD-1	-	-	-	-	17,000	17,000
IT17N	CITY'S WEBSITE	-	-	-	-	40,000	40,000
IT18N	GPS DEVICE	-	-	-	-	12,000	12,000
IT27N	HQ FIRE HALL MFD	-	-	-	-	11,000	11,000
IT28N	HR DEPT MFD	-	-	-	-	13,500	13,500
IT29N	P&R CITY HALL MFD	-	-	-	-	13,500	13,500
IT30N	COMPLEX MFD	-	-	-	-	11,000	11,000
IT33N	GPS DEVICE #2	-	-	-	-	12,000	12,000
IT39	FINANCE MFD 2	-	-	-	-	12,000	12,000
IT40	FIELDHOUSE MFD	-	-	-	-	8,000	8,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
		-	-	-	-	-	-
	-	-	-	-	-	-	-
	SMALL EQUIPMENT	147,556	101,309	57,144	59,950	72,873	438,832
FUNDING REQUIRED		$ 520,556	$ 180,409	$ 173,444	$ 99,950	$ 222,873	$ 1,197,232
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		516,832	180,409	173,444	99,950	222,873	1,193,508
AVAILABLE FROM CONTROL ACCOUNT		3,724	-	-	-	-	3,724
		$ 520,556	$ 180,409	$ 173,444	$ 99,950	$ 222,873	$ 1,197,232
OPERATING BUDGET IMPLICATIONS		$ 46,061	$ (55)	$ 956	$ -	$ 3,752	$ 50,714
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ 68,219				

2020 - 2024 Equipment Reserve Budget
Transit

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
TRAN31	SP NEEDS VAN #31	$ -	$ 65,000	$ -	$ -	$ -	$ 65,000
TRAN24	BUS - Unit 18	-	-	545,000	-	-	545,000
TRAN34	SCHEDULING SOFTWARE	-	-	110,000	-	-	110,000
TRAN25	BUS - Unit 20	-	-	-	515,000	-	515,000
TRAN26	BUS - Unit 24	-	-	-	520,000	-	520,000
TRAN36	SECURITY CAMERAS	-	-	-	70,000	-	70,000
TRAN14NN	SP NEEDS VAN #30	-	-	-	65,000	-	65,000
TRAN20N	COIN SORTER\WRAPPER	-	-	-	-	40,752	40,752
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,964	3,187	3,312	7,275	2,676	20,414
FUNDING REQUIRED		$ 3,964	$ 68,187	$ 658,312	$ 1,177,275	$ 43,428	$ 1,951,166
FUNDING SOURCES:							
AVAILALBLE FROM DEPRECIATION		3,964	68,187	658,312	1,177,275	43,428	1,951,166
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		$ 3,964	$ 68,187	$ 658,312	$ 1,177,275	$ 43,428	$ 1,951,166
OPERATING BUDGET IMPLICATIONS		$ -	$ (10,250)	$ (2,179)	$ 20,657	$ 1,250	$ 9,478
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ 83,059				

2020 - 2024 Equipment Reserve Budget
Fire Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
FIRE24N	37-SCOTT BREATHING EQUIPMEN	$ 230,000	$ -	$ -	$ -	$ -	$ 230,000
FIRE25N	48-SCOTT BREATHING CYL	50,000	-	-	-	-	50,000
FIRE26	12 BREATHING CYLINDERS	12,132	-	-	-	-	12,132
FIRE44	TREADMILL	-	6,300	-	-	-	6,300
FIRE35N	THERMAL IMAGING CAMERA	-	7,500	-	-	-	7,500
FIRE19	HOSE EXPANDER	-	-	-	4,900	-	4,900
FIRE30	BOAT & MOTOR	-	-	-	24,000	-	24,000
FIRE13N	AIR BAGS (SET)	-	-	-	5,428	-	5,428
FIRE16N	2 EDRAULIC BATTERY\CHRGR	-	-	-	-	11,100	11,100
	SMALL EQUIPMENT	10,275	129,680	138,284	21,685	15,645	315,569
FUNDING REQUIRED		$ 302,407	$ 143,480	$ 138,284	$ 56,013	$ 26,745	$ 666,929
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		264,607	143,480	138,284	56,013	26,745	629,129
AVAILABLE FROM CONTROL ACCOUNT		37,800	-	-	-	-	37,800
		$ 302,407	$ 143,480	$ 138,284	$ 56,013	$ 26,745	$ 666,929
OPERATING BUDGET IMPLICATIONS		$ (15,028)	$ (1)	$ -	$ (272)	$ 570	$ (14,731)
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ 39,376				

2020 - 2024 Equipment Reserve Budget
Library

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	THEATRE PROJECTOR	$ 8,000	$ -	$ -	$ -	$ -	$ 8,000
LIBR11NN	PUBLIC ACCESS WRKSTNS	-	-	11,169	-	-	11,169
LIBR15N	ENVISIONWARE	-	-	5,500	-	-	5,500
LIBR2	MAGNIFIER	-	-	5,200	-	-	5,200
LIBR3	READING EDGE	-	-	8,700	-	-	8,700
LIBR10	SHELVING	-	-	-	125,600	-	125,600
LIBR14NN	COIN OPERATED PHOTOCOPIER	-	-	-	8,000	-	8,000
LIBR16	TELEPHONE SYSTEM	-	-	-	-	9,500	9,500
-	-	-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
	SMALL EQUIPMENT	41,381	70,060	172,922	125,241	86,350	495,954
FUNDING REQUIRED		$ 49,381	$ 70,060	$ 203,491	$ 258,841	$ 95,850	$ 677,623
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		41,044	70,060	203,491	258,841	95,850	669,286
AVAILABLE FROM CONTROL ACCOUNT		8,337	-	-	-	-	8,337
		$ 49,381	$ 70,060	$ 203,491	$ 258,841	$ 95,850	$ 677,623
OPERATING BUDGET IMPLICATIONS		$ 1,227	$ -	$ (958)	$ (2)	$ (1)	$ 266
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ (13,839)				

2020 - 2024 Equipment Reserve Budget
Mosaic Place

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
DFFH28	RIDING FLOOR SCRUB	$ -	$ 15,000	$ -	$ -	$ -	$ 15,000
DFFH60	ARENA NETTING	-	16,000	-	-	-	16,000
DFFH59	POWER SWEEPER	-	-	8,000	-	-	8,000
DFFH16	ARENA TABLES (30)	-	-	-	9,600	-	9,600
DFFH48	TV (x21)	-	-	-	15,500	-	15,500
DFFH45N	NETWORK SWITCHES	-	-	-	-	141,000	141,000
DFFH61	ICE RESURFACER	-	-	-	-	77,000	77,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	39,034	3,149	23,646	116,766	17,141	199,736
FUNDING REQUIRED		$ 39,034	$ 34,149	$ 31,646	$ 141,866	$ 235,141	$ 481,836
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		39,034	34,149	31,646	141,866	235,141	481,836
ADDITIONAL CONTRIBUTION		-	-	-	-	-	-
		$ 39,034	$ 34,149	$ 31,646	$ 141,866	$ 235,141	$ 481,836
OPERATING BUDGET IMPLICATIONS		$ -	$ -	$ -	$ -	$ -	$ -
OPERATING BUDGET IMPLICATIONS ALL YEARS			$ 146				

2020 UTILITY OPERATING BUDGET

Utility Operating Overview

The City operates three utilities, they are the Waterworks, Sanitary Sewer and Solid Waste Utilities.

The Waterworks Utility provides potable drinking water to the community from the Buffalo Pound Water Treatment Plant that the City owns in partnership with the City of Regina.

The challenges facing the utility are operational issues in respect to maintaining and repairing distribution mains, hydrants, valves and house connections. An aging infrastructure has greatly increased the maintenance demands on the utility. These demands continue to require additional resources in order to maintain the system, most recently the creation of an additional work crew to help alleviate work backlogs.

The continued investment in infrastructure rehabilitation is expected to result in a decrease in operational costs over time. This will allow the utility to direct additional resources to infrastructure renewal in the future as a result of operational savings. In order for the utility to be able to fund its financial commitments, City Administration is recommending a utility rate increase of 6% in 2020.

The Sanitary Sewer Utility provides wastewater services to the City of Moose Jaw. The utility is facing infrastructure challenges but at a more moderate rate than the Waterworks Utility. The long-term debt of the utility will be retired in 2023 which will place the utility on a sound financial footing. City Administration will be recommending a 5% utility rate increase for 2020.

The Solid Waste Utility provides waste disposal and recycling services to the City of Moose Jaw. The utility generates revenues from charges for garbage collection and disposal, recycling services and landfill services.

Overall, the utility is generating a sustainable surplus which will be put towards the planned landfill replacement project. The utility will be able to fund this project and its operations from City revenues. As such, City Administration is not proposing any increase in Solid Waste fees in 2020.

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Waterworks

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	11,125,633	11,174,300	11,364,433	190,133	1.7%
UTILITY BILLING PENALTIES	67,253	60,387	70,044	9,657	16.0%
CONNECTION FEES	63,135	62,940	61,200	(1,740)	(2.8)%
WATER DEPOTS	28,492	28,390	29,331	941	3.3%
HOUSE CONNECTIONS	370,000	300,000	400,000	100,000	33.3%
MISCELLANEOUS REVENUE	100	1,000	1,000	0	0.0%
WATER METER REVENUE	9,000	20,000	10,000	(10,000)	(50.0)%
REVENUES	**11,663,613**	**11,647,017**	**11,936,008**	**288,991**	**2.5%**
BRITTANIA PARK	20,500	17,674	18,183	509	2.9%
SNOWDY SPRINGS	12,000	13,558	13,846	288	2.1%
POWER FOR PUMPING	69,000	79,200	84,269	5,069	6.4%
REPAIRS & SUPPLIES	3,000	13,000	13,260	260	2.0%
PIPELINE MAINTENANCE	3,500	7,223	7,343	120	1.7%
FLOURIDATION OF WATER	0	12,240	12,485	245	2.0%
COST OF WATER BPWAB	3,000,000	2,905,050	3,120,750	215,700	7.4%
BUFFALO POUND LAKE	**3,075,500**	**3,016,713**	**3,238,107**	**221,394**	**7.3%**
PRODUCTION	**3,108,000**	**3,047,945**	**3,270,136**	**222,191**	**7.3%**
HIGH SERVICE PUMP STAT	220,000	222,721	226,658	3,937	1.8%
SOUTH HILL PUMP STAT	100,000	101,771	103,978	2,207	2.2%
NORTH EAST PUMP STAT	155,000	139,847	143,116	3,269	2.3%
CROSS CONNECTIONS	250	800	800	0	0.0%
PUMP REHAB	35,000	35,000	45,700	10,700	30.6%
BOOSTER CHLORINATOR	20,000	24,777	24,854	77	0.3%
WATER MONITORING	20,000	25,511	26,005	494	1.9%
WATER DEPOTS	16,000	23,746	24,221	475	2.0%
PUMPING STATIONS	**566,250**	**574,173**	**595,332**	**21,159**	**3.7%**
CURB COCKS & CASES	160,000	85,630	167,048	81,418	95.1%
HOUSE CONNECTIONS	850,000	616,587	729,350	112,763	18.3%
WORKSHOP	5,119	5,119	5,226	107	2.1%
LEAD LINES	65,000	71,236	72,697	1,461	2.1%
HOUSE SERVICES	**1,080,119**	**778,572**	**974,321**	**195,749**	**25.1%**
REPAIRS & REPLACEMENT	90,000	56,795	57,931	1,136	2.0%
TESTING - WAGES	157,659	157,659	157,659	0	0.0%
SHOP RENTAL	3,890	3,890	3,972	82	2.1%

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Waterworks

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SHOP TOOLS & SUPPLIES	3,032	3,032	3,093	61	2.0%
TRUCKS	29,000	29,459	30,932	1,473	5.0%
TELEPHONE	500	500	500	0	0.0%
METER SERVICING	**284,081**	**251,335**	**254,087**	**2,752**	**1.1%**
SUPERINTENDENCE	73,500	72,702	110,700	37,998	52.3%
VALVES	180,000	121,430	283,371	161,941	133.4%
HYDRANTS	200,000	182,961	274,638	91,677	50.1%
DISTRIBUTION MAINS	2,200,000	1,801,984	1,824,170	22,186	1.2%
TOOLS & SUPPLIES	22,000	19,635	20,028	393	2.0%
TRUCKING	22,000	22,344	23,458	1,114	5.0%
SICKNESS & HOLIDAYS	200,000	160,667	160,667	0	0.0%
TRAVEL & CONVENTION	6,500	6,500	6,630	130	2.0%
EDUCATION & TRAINING	30,581	30,581	31,009	428	1.4%
WATER CLAIMS	5,000	10,000	10,000	0	0.0%
GENERAL DISTRIBUTION	**2,939,581**	**2,428,804**	**2,744,671**	**315,867**	**13.0%**
DISTRIBUTION	**4,870,031**	**4,032,884**	**4,568,411**	**535,527**	**13.3%**
ALLOW DOUBTFUL ACCTS	86,858	48,027	121,494	73,467	153.0%
ADMINISTRATION	930,216	917,057	993,709	76,652	8.4%
GENERAL GOV CHARGE	5,000	5,000	5,000	0	0.0%
FRANCHISE FEE	540,304	530,000	556,282	26,282	5.0%
ADMINISTRATION	**1,562,378**	**1,500,084**	**1,676,485**	**176,401**	**11.8%**
RESERVE CONTRIBUTION	2,123,204	3,066,104	2,420,976	(645,128)	(21.0)%
RESERVE CHARGE	**2,123,204**	**3,066,104**	**2,420,976**	**(645,128)**	**(21.0)%**
EXPENDITURES	**11,663,613**	**11,647,017**	**11,936,008**	**288,991**	**2.5%**

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Sanitary Sewer

Description	2019 Projection	2019 Budget	2020 Budget	2020- 2019 INC (DCR)	% Change
GENERAL SERVICE	8,157,693	7,980,635	8,331,575	350,940	4.4%
SEWER BLOCKS	842	806	842	36	4.5%
UTILITY BILLING PENALTIES	52,448	46,217	55,200	8,983	19.4%
SEPTAGE FEES	33,930	26,811	32,160	5,349	20.0%
HOUSE CONNECTIONS	400,000	400,000	435,000	35,000	8.8%
REVENUES	**8,644,913**	**8,454,469**	**8,854,777**	**400,308**	**4.7%**
ALLOW DOUBTFUL ACCTS	54,191	32,018	75,801	43,783	136.7%
ADMINISTRATION	631,704	622,931	652,259	29,328	4.7%
FRANCHISE FEE	393,109	383,500	407,885	24,385	6.4%
ADMINISTRATION	**1,079,004**	**1,038,449**	**1,135,945**	**97,496**	**9.4%**
RESERVE CONTRIBUTION	4,497,162	4,368,201	4,480,322	112,121	2.6%
RESERVE CHARGE	**4,497,162**	**4,368,201**	**4,480,322**	**112,121**	**2.6%**
WAGES	200,000	163,778	163,778	0	0.0%
CRESCENTVIEW	326,000	300,000	312,729	12,729	4.2%
MACHINERY REPAIRS	20,000	51,140	52,163	1,023	2.0%
LAGOON MAINTENANCE	530,000	516,165	530,856	14,691	2.8%
BUILDING & GROUNDS MAN	2,000	4,329	4,417	88	2.0%
TOOLS & SUPPLIES	2,400	2,603	2,655	52	2.0%
EDUCATIONS COURSES	23,347	23,347	23,814	467	2.0%
SUPER TRUCK EXPENSE	20,000	21,000	22,050	1,050	5.0%
IRRIGATION PUMPHOUSE	175,000	160,000	164,412	4,412	2.8%
IRRIGATION MONITORING	30,000	60,000	61,200	1,200	2.0%
IRRIGATION PIPELINES	20,000	6,000	6,118	118	2.0%
GRIT REMOVAL OPERATION	80,000	74,358	76,040	1,682	2.3%
RAPID INFILTRATION BASIN	5,500	7,430	7,609	179	2.4%
PHOSPHORUS REMOVAL	40,000	167,162	170,505	3,343	2.0%
PUMP REHAB	10,000	40,556	51,367	10,811	26.7%
WW TREATMENT FACILITY	300,000	258,205	292,267	34,062	13.2%
TRAVEL & CONVENTION	3,500	3,500	3,570	70	2.0%
SEWAGE TREATMENT	**1,787,747**	**1,859,573**	**1,945,550**	**85,977**	**4.6%**
SEWER MAINS	500,000	509,854	517,868	8,014	1.6%
MANHOLES	35,000	35,484	35,992	508	1.4%
HOUSE CONNECTIONS	540,000	391,225	447,229	56,004	14.3%
SEWAGE LIFTS	60,000	87,920	89,478	1,558	1.8%

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Sanitary Sewer

Description	2019 Projection	2019 Budget	2020 Budget	2020- 2019 INC (DCR)	% Change
TOOLS & SUPPLIES	5,000	3,641	3,714	73	2.0%
SUPERVISION	69,000	72,140	109,640	37,500	52.0%
TRUCK EXPENSE	22,000	21,140	22,197	1,057	5.0%
HOLIDAYS & SICKNESS	40,000	56,842	56,842	0	0.0%
SEWER CLAIMS	10,000	10,000	10,000	0	0.0%
SANITARY SEWERS	**1,281,000**	**1,188,246**	**1,292,960**	**104,714**	**8.8%**
EXPENDITURES	**8,644,913**	**8,454,469**	**8,854,777**	**400,308**	**4.7%**

City of Moose Jaw
Budget Summary of Revenues & Expenditures
For Solid Waste

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GARBAGE COLLECTION	1,359,984	1,368,777	1,359,984	(8,793)	(0.6)%
SANITARY LANDFILL	2,400,000	2,500,000	2,350,000	(150,000)	(6.0)%
SOLID WASTE MISCELL REVENUE	4,500	10,000	5,000	(5,000)	(50.0)%
ECOCENTRE REVENUES	12,000	12,000	12,000	0	0.0%
CURBSIDE RECYCLING REVENUES	986,928	986,928	986,928	0	0.0%
MULTI-MATERIAL RECYCLING GRT	340,290	340,290	340,290	0	0.0%
REVENUES	**5,103,702**	**5,217,995**	**5,054,202**	**(163,793)**	**(3.1)%**
TRAVEL & CONVENTIONS	4,600	4,000	4,080	80	2.0%
EDUCATION & TRAINING	1,757	1,757	1,792	35	2.0%
GENERAL REPAIRS & SUPP	6,000	6,662	6,709	47	0.7%
SICKNESS & HOLIDAYS	50,000	43,178	43,178	0	0.0%
WAGES & EQUIPMENT	650,000	679,176	696,021	16,845	2.5%
INSPECTIONS	8,000	10,747	10,812	65	0.6%
SUPERINTENDENT & ADMIN	85,692	85,692	124,100	38,408	44.8%
HOUSEHOLD HAZ WASTE	35,000	26,298	60,000	33,702	128.2%
WASTE RECYCLING PRGM	110,000	133,057	102,527	(30,530)	(22.9)%
RECYCLING INITIATIVES	15,000	21,630	21,630	0	0.0%
SANITARY LANDFILL OPER	1,127,462	1,127,462	1,151,110	23,648	2.1%
LANDFILL CLOSURE	72,465	72,465	0	(72,465)	(100.0)%
SOLID WASTE RESERVE CONT	1,749,023	1,809,129	1,611,769	(197,360)	(10.9)%
ADMINISTRATION	151,464	151,464	147,206	(4,258)	(2.8)%
CURBSIDE RECYCLING PROGRAM	805,000	805,000	807,811	2,811	0.3%
SOLID WASTE UTLY-FRANCHISE FEE	231,189	234,958	260,900	25,942	11.0%
RESERVE DOUBTFUL ACCOUNTS	1,050	5,320	4,557	(763)	(14.3)%
SCAVENGING & TRADE WASTE	**5,103,702**	**5,217,995**	**5,054,202**	**(163,793)**	**(3.1)%**

Utility Capital

Utility Capital Overview

The City's three utilities all have major infrastructure projects planned over the next five years.

Waterworks:

The Waterworks Utility has $100,281,197 of planned spending over the next five years. In addition, the Buffalo Pound Water Treatment Plant will also be renewed with Moose Jaw responsible for its share of this project.

The infrastructure demands of the utility are large with the fallowing major projects:

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYME	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
Water Utility Reserve Summary	21,239,555	26,645,250	15,159,537	11,868,712	12,670,703	12,697,440	100,281,197

Funding for the utility's capital needs will come from:

Utility Revenues	$23,565,345
Gas Tax funding	$10,451,676
ICIP funding	$18,332,800
Municipal Taxation	$14,477,934
Proposed Infrastructure Levy	$ 8,437,500
Contributions Sanitary Sewer Utility	$ 3,000,000
	$78,265,255

The Waterworks Utility will also need to borrow $15,000,000 to meet all planned financial commitments.

Sanitary Sewers:

The Sanitary Sewer Utility has $32,054,639 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
Sanitary Sewage Reserve Summary	2,922,000	5,761,278	10,731,461	7,885,068	2,694,832	2,060,000	32,054,639

Funding for the utility's capital needs will come from:

Utility Revenues $27,406,498

These revenues generated from the utility will be sufficient to meet its financial commitments.

Solid Waste:

The Solid Waste Utility has $11,320,000 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
Solid Waste Reserve Summary	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000

Funding for the utility's capital needs will come from:

Utility Revenues $8,439,089

These revenues generated from utility charges will be sufficient to fund the utilities planned financial commitments.

WATER UTILITY RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	$18,071,573	$8,135,841	($12,103,027)	($1,757,594)	($2,248,107)	($2,602,104)	
Contributions during the year	$7,960,506	$12,645,937	$25,504,970	$11,378,199	$12,316,706	$16,419,443	$78,265,255
Loan Proceeds	$0	$15,000,000	$0	$0	$0	$0	$15,000,000
less Water Works Projects	$20,885,349	$26,645,250	$15,159,537	$11,868,712	$12,670,703	$12,697,440	$79,041,642
less Uncompleted Works	$13,066,249	$21,239,555	$0	$0	$0	$0	$21,239,555
Year End Balance	**($7,919,519)**	**($12,103,027)**	**($1,757,594)**	**($2,248,107)**	**($2,602,104)**	**$1,119,899**	

SANITARY SEWAGE UTILITY RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	$5,568,202	$7,416,337	$3,701,591	($1,852,326)	($4,365,252)	($1,351,988)	
Contributions during the year	$4,494,632	$4,968,532	$5,177,544	$5,372,142	$5,708,096	$6,180,184	$27,406,498
less Sewer Projects	$3,838,494	$5,761,278	$10,731,461	$7,885,068	$2,694,832	$2,060,000	$29,132,639
less Uncompleted Works	$1,075,000	$2,922,000	$0	$0	$0	$0	$2,922,000
Year End Balance	**$5,149,340**	**$3,701,591**	**($1,852,326)**	**($4,365,252)**	**($1,351,988)**	**$2,768,196**	

SOLID WASTE UTILITY RESERVE
2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	$340,344	$1,722,300	$3,230,963	$3,866,673	($4,448,976)	($2,853,060)	
Contributions during the year	$1,832,305	$1,676,163	$1,753,210	$1,684,351	$1,613,416	$1,711,949	$8,439,089
less Solid Waste Projects	$15,000	$117,500	$1,117,500	$10,000,000	$17,500	$17,500	$11,270,000
less Uncompleted Works	$100,000	$50,000	$0	$0	$0	$0	$50,000
Year End Balance	**$2,057,649**	**$3,230,963**	**$3,866,673**	**($4,448,976)**	**($2,853,060)**	**($1,158,611)**	

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
Water Utility Reserve Summary	21,239,555	26,645,250	15,159,537	11,868,712	12,670,703	12,697,440	100,281,197
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
Sanitary Sewage Reserve Summary	2,922,000	5,761,278	10,731,461	7,885,068	2,694,832	2,060,000	32,054,639
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
Solid Waste Reserve Summary	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
TOTAL CAPITAL EXPENDITURES	24,211,555	32,524,028	27,008,498	29,753,780	15,383,035	14,774,940	143,655,836

WATERWORKS

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
Water Utility Reserve Summary	21,239,555	26,645,250	15,159,537	11,868,712	12,670,703	12,697,440	100,281,197

Capital Project Summary Sheet

Title:	WW-1 Water Distribution	Project #:	WW-1

Project Description

This program installs new PVC distribution mains in areas where they did not previously exist. This allows the system to be more connected thus improving flow, reliability, quality, and circulation. Further works include installing new PVC distribution mains in residential areas where the water is only available from one direction leading to a dead end. Adding additional mains will connect or loop these ends to the system thus improving flow, reliability, quality, and circulation. This program also includes ongoing repair and maintenance of the approximate 2800 water main valves in operation throughout the City. In addition, there are approximately 959 fire hydrants within the City. A uni-directional main flushing program utilizes hydrants and identifies replacements required under this budget.

Total Budget Amount: 3,371,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	653,000	666,000	675,000	675,000	702,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
WW1 Water Distribution - Dead Ends	236,000	236,000	245,000	245,000	254,000	1,216,000	322.8
WW1 Water Distribution - Hydrant Replacement	100,000	100,000	100,000	100,000	105,000	505,000	526.4
WW1 Water Distribution - Low Pressure	235,000	245,000	245,000	245,000	255,000	1,225,000	301.2
WW1 Water Distribution - Valve Replacement	82,000	85,000	85,000	85,000	88,000	425,000	360.0
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-4 Water Reservoirs	Project #:	WW-4

Project Description

The scope of this project is to construct the new High Service Reservoir (HSR) pumphouse facility to replace the existing pump station. It is anticipated to award the construction contract by the end of 2019 and begin construction in spring of 2020 with an anticipated cost of $15,000,000. The new HSR pumphouse is projected to be commissioned in spring of 2021. Reservoir lining of concrete walls and sack-rubbing on columns are the possible treatments to prolong the service life of the three water storage reservoirs within the City of Moose Jaw providing a total of 10.5 Million Gallons (MG) of storage. Further refurbishments of pumphouse facilities at planned intervals is the cost effective way of maintaining them compared to reacting to failures when the life expectancy is exceeded. In 2020, the intent is to replace motors and install Variable Frequency Drives (VFD) on two pumps at Southhill Pumphouse, and to complete a detailed design for a back up generator in case of power interruption.

Total Budget Amount: 18,450,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	6,450,000	10,000,000	500,000	500,000	500,000	500,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Pumphouse Refurbishment	-	300,000	250,000	-	-	550,000	1,113.6
Water Reservoir Refurbishment	-	200,000	250,000	500,000	500,000	1,450,000	-
High Service Reservoir (HSR) Pumphouse Replacement	10,000,000	-	-	-	-	10,000,000	1,376.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-5 BPWTP Legacy Upgrades	Project #:	WW-5

Project Description

The Buffalo Pound Water Treatment Plant Legacy Upgrades started in 2010 and are now completed. The City of Moose Jaw's share of this project was 27.35% of the $34.226 million dolar cost or $9,360,979. During last year's budget process the Capital Budget was reduced from $240 million over five years to $200 million. In doing this reductuion WW-5 BPWTP capital project was reduced by to much resulting in a funding shortfall of $600,000. This capital request will fulfill the City's funding committment for this project.

Total Budget Amount: 3,364,555

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	2,764,555	600,000	-	-	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
BPWTP Legacy Project	600,000	-	-	-	-	600,000	-
						-	-
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-9 Feeder Mains	Project #:	WW-9

Project Description

The feeder main component of the system conveys water from one portion of the City to another or between reservoirs. Phase 1, 2 and 3 have been completed on the East Feeder main in 2015, 2016, 2018 and 2019. Phase 4 of the feeder main was designed in 2019 and is ready for construction in 2020. The final Phase of the East Feeder runs from Town and Country Drive to High Service Reservoir. Once the East Feeder line is replaced there are other feeder lines that are also nearing the end of their service life. Replacement will be scheduled based on condition and impact of failure.

Total Budget Amount: 6,625,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Feeder Main Replacement	1,600,000	100,000	200,000	1,000,000	1,000,000	3,900,000	995.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-16 BPWTP Transmission Line	Project #:	WW-16

Project Description

The scope of this project is to replace the pumps (4) at Buffalo Pound Water Treatment Plant (BPWTP) and all associated electrical components. Phase II will also complete the tie in work at Northeast & High Service Reservoirs including two clear wells at BPWTP. It is recommended to replace the aging and outdated fluoridation system, as well as the aging pipe network connecting into Northeast Reservoir. A detailed design is being finalized including these components with potential inclusion of construction at Phase II, contingent on council approval.

Total Budget Amount: 6,300,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	6,200,000	0	100,000	-	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
PHASE II - Pumps & Electrical Upgrades and Fluoridation System Replacement	-	100,000	-	-	-	100,000	1,905.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-17 Cast iron Watermain Replacement	Project #:	WW-17

Project Description

This program includes the replacement of cast iron water mains, valves, hydrants, storm sewer leads and service connections. Within the program, the affected roadways will be restored and sections of sidewalks replaced. Phase V is scheduled for completion in 2020, with approximately 3 km of replacement. The budget request has been lowered by $500K to reflect the cost savings by having the design in house, and another $1 million has been allocated to Water Main Lining. $3.3 million has been added to 2020 and 2021 from ICIP funding.

Total Budget Amount: 42,700,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
WW17 Water Main Lining	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	0.0
Water Main Replacement	8,900,000	8,900,000	5,600,000	5,600,000	5,600,000	34,600,000	1,180.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

SANITARY SEWER

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
Sanitary Sewage Reserve Summary	2,922,000	5,761,278	10,731,461	7,885,068	2,694,832	2,060,000	32,054,639

Capital Project Summary Sheet

Title:	S-1 Sanitary Sewers	Project #:	S-1

Project Description

The City of Moose Jaw operates 185 kilometers of underground sewage collection of varying ages. Trunk sewer replacement will include design and construction of new trunk sewer mains to address capacity issues and service for future growth, in stages. Immediate recommendations include upsizing the North Trunk along Oxford St E and 6th Ave NE to address existing capacity issues in the network. The Sanitary Sewer Lining Project adds a new pipe inside of an old deteriorated pipe to increase the life of the pipe. Manhole restoration involves replacement and refurbishment of the approximately 2100 manholes in the sanitary sewer system. Ongoing sewer assessment is broken out into two pieces, Closed Circuit Television Video Inspection & Flow Monitoring. The purpose of these assessments is to gather information in order to prioritize locations for other projects within S-1 in particular for Sewer Lining and Storm Water Inflow & Infiltration.

Total Budget Amount: 10,301,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Trunk Sewer Construction	1,750,000	825,000	500,000	500,000	500,000	4,075,000	693.6
Sewer Lining	703,000	730,000	660,000	670,000	680,000	3,443,000	908.8
Sewer Assessment	110,000	115,000	80,000	80,000	80,000	465,000	360.0
Manhole Restoration	113,000	115,000	100,000	100,000	100,000	528,000	346.8
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	S-3 Wastewater Treatment Plant	Project #:	S-3

Project Description

Based on the Wastewater Treatment Plant (WWTP) system condition assessment reports the priority for the remainder of 2019 is to award the design of the new blower system and fabrication and repairs of the Biolac Curtains, as identified in the reports. The four blowers that provide aeration to the treatment ponds have been in operation for 30 years. The electrical power to operate the blowers is a major part of the WWTP operating budget, an energy study stated that new blowers with VFD's could potentially save $150,000 per year in energy costs. These blowers would be installed in 2020. The purpose of waste pond sludge removal is to clean one of the cells before the other pond becomes filled with sludge in order for the newly cleaned pond to be ready to accept more sludge. Phase 1 of the project is to hire a consultant to identify options for cleaning and disposal prior to Phase 2, implementing the recommended procedure for dealing with the sludge contained in the North Waste Pond Cell #6.

Total Budget Amount: 4,905,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
S3 - Waste Pond Sludge Remova	-	900,000	-	-	-	900,000	355.2
Wastewater Treatment Plant System Upgrades	1,000,000	500,000	500,000	500,000	500,000	3,000,000	500.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	S-4 Lift Stations	Project #:	S-4

Project Description

The scope of this project is to implement the recommendations as detailed in various condition assessment reports. It is anticipated that this work will include extensive rehabilitation of the City's lift station network. This may include combining certain redundant locations to reduce operating costs and risks in addition to the complete rehabilitation of other critical lift stations.

Total Budget Amount: 11,567,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	127,000	540,000	6,000,000	4,500,000	200,000	200,000
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Lift Station Rehabilitation and Optimization	540,000	6,000,000	4,500,000	200,000	200,000	11,440,000	513.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

SOLID WASTE

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
Solid Waste Reserve Summary	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000

Capital Project Summary Sheet

Title:	SW-1 Solid Waste	Project #:	SW-1

Project Description

This program is for ongoing small capital work and for the eventual expansion/replacement of the existing landfill as it nears its end of life.

Total Budget Amount: 11,320,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	50,000	117,500	1,117,500	10,000,000	17,500	17,500
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Landfill	117,500	1,117,500	10,000,000	17,500	17,500	11,270,000	1,124.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

City of
Moose Jaw

COMMUNICATION # CC-2019-0241

TITLE: **Solid Waste Utility – Material Crushing and Recycling**

TO: **City Council**

FROM: **Department of Engineering Services**

DATE: **November 27, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

That the City proceed with a tender to crush the diverted asphalt and concrete stockpiles at an estimated cost of $179,200 funded from inventory cash flow accounts.

That the City sell all but two years' worth of the by-products to industry with profits offsetting capital requirements in the Water Utility.

TOPIC AND PURPOSE

The purpose of this report is to obtain Council's permission on a new initiative for the City of Moose Jaw. Construction and demolition waste (asphalt and concrete) has been diverted from the landfill for the last 3-1/2 years. This material can be crushed and repurposed to the City's benefit.

BACKGROUND

The City of Moose Jaw began diverting most construction and demolition waste (asphalt and concrete) from the landfill in 2016 beginning with the demolition of the Union Hospital. This practice has continued as part of normal operations in the Solid Waste Utility. The current landfill site does not have adequate storage for these materials, so space was made for contractors to deposit this material south of the City's aggregate materials storage compound on High Street West. This area is nearing full capacity for storage and the material should now be processed for re-use by the City or others.

DISCUSSION

There is an estimated 18,000 cubic meters (9,200 tonnes) of concrete and 8,000 cubic meters (3,600 tonnes) of asphalt based upon a drone survey completed in May 2019.

This is a recycling initiative that will have a positive environmental impact, diverting material from the landfill through the recycling of a non-renewable resource (aggregate material). This volume represents diversion of 4 months of landfill waste over a 3-1/2-year timespan or 10% of the total waste stream diverted. This practice helps prolong the life of the landfill, stretching out capital investment requirements

Asphalt reclaim and concrete have material value if processed through a crushing operation to render the material into useable aggregate. The asphalt reclaim can be crushed into 3/4-inch aggregate suitable for limited applications in back lanes and gravel roads. The concrete can also be crushed into 7/8-inch crushed aggregate, which the City uses in wet excavations such as water main breaks, service leaks and some hydrant and valve repairs. Both materials have broader applications for use within private industry. The City has obtained an estimate to crush this material at a cost of approximately $14.00 per tonne. The estimated cost to crush all the material is **$179,200**.

The approximate open market values for 7/8-inch crushed aggregate and 3/4-inch crushed asphalt is $45.00 and $35.00 respectively. The potential value of the material recovered by the City is **$540,000**. Current uses for this material at the City indicate a feedstock inventory of 18 years for the 7/8-inch crushed aggregate and 7 years for the 3/4-inch crushed asphalt reclaim.

Funding to crush this material can come from the City's inventory cash flow accounts with no requirement for a tax increase or rate charge to the citizens of Moose Jaw. It is recommended that the internal use of this material be charged out at cost recovery, an estimated $14.00/tonne. Due to the volume of material previously indicated, it is recommended that the City retain 2 years' worth of inventory and sell the rest at a slight discount to open market rates and re-direct those proceeds into offsetting Capital needs in the Water Utility. The potential maximum value of material sold is $308,800. Once this material is processed, the City can begin to measure and quantify annual diversion and incorporate these practices into normal business activities.

OPTIONS TO RECOMMENDATION

1. Start to landfill concrete and asphalt reclaim as current storage is near capacity.

2. Find a new location and continue stockpiling diverted concrete and asphalt.

FINANCIAL IMPLICATIONS

$179,200 to be funded from inventory.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy as incorporated into the City Administration Bylaw No. 5175 of 2016 is not required.

PRESENTATION

VERBAL: Mr. Josh Mickleborough, Director of Engineering, will provide a brief overview of this report.

REPORT APPROVAL

Written by: Darrin Stephanson, Manager of Utilities
Reviewed by: Josh Mickleborough, Director of Engineering Services
Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

CITY MANAGER COMMENTS

This is a great opportunity for the City to recycle and divert materials from the Waste Management Facility and then be able to crush the product into useable aggregate that would reduce our costs substantially and finally create the potential to generate revenue.

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Solid Waste Utility - Material Crushing - CC-2019-0241.docx
Attachments:	
Final Approval Date:	Nov 27, 2019

This report and all of its attachments were approved and signed as outlined below:

Josh Mickleborough

Tracy Wittke

Jim Puffalt

Fraser Tolmie

City of
Moose Jaw

COMMUNICATION # CC-2019-0228

TITLE: **Urban Forestry Program**

TO: **City Council**

FROM: **The Department of Parks and Recreation**

DATE: **November 4, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT the City of Moose Jaw establish a dedicated crew to maintain the City's Urban Forest with the source of funding being the 2020 Operating Budget in the amount of $45,850.00; and

THAT the City of Moose Jaw expand the contracted block pruning program with the source of funding being the 2020 Operating Budget in the amount of $14,185.00.

TOPIC AND PURPOSE

Requesting that City Council approve an additional $45,850.00 to implement a year-round, 2-person urban forestry crew and that an additional $14,185.00 be approved to expand the contracted block pruning program to decrease the City's tree pruning cycle from thirty-three (33) years to fourteen (14) years.

The total cost of both requests is $60,035.00.

BACKGROUND

Trees are an important part of a vibrant, liveable city. Growing research supports the many benefits of an urban forest on the environment, economy and human health. Moose Jaw's publicly owned and managed urban forest has an estimated population of fifteen thousand (15,000) trees with an estimated collective value of $90-$100 million. Like many other City assets, the City's urban forest requires annual maintenance funding to ensure it remains healthy, safe and valuable into the future.

Please see link below for further information regarding the benefits of an Urban Forest:

https://treecanada.ca/resources/canadian-urban-forest-compendium/3-benefits-of-urban-forests/

Current State of Moose Jaw's Urban Forest

The Parks and Recreation Department is currently completing a GIS tree inventory of all City-owned trees, which provides data on the health, species, size and maintenance history of the trees.

There are currently 6,661 trees logged in the inventory. Of these trees, 522 have been marked as "poor health" and have a remaining lifespan of less than ten (10) years, which means these trees will need to be removed and replaced in the near future. Additionally, 2,128 trees have been marked as "fair health", indicating that they have an estimated remaining lifespan of greater than ten (10) years but need maintenance to prevent a further decline in their health and becoming a safety concern.

In order to maintain our urban forest, the Department strives to plant a new tree for every tree that is removed. Ideally, every newly planted tree would be pruned approximately three (3) years after planting and again approximately seven (7) years after planting to ensure a strong structure which reduces the risk of failure when it's mature and increases the trees' longevity.

DISCUSSION

The request to implement a year-round, 2-person urban forestry crew would result in an additional seasonal staff being added to the department from the beginning of May to the end of October. In November one of the existing crew leads would replace the seasonal staff to maintain the 2-person crew for the winter months.

The second request to increase the funding for contracted block pruning would allow the City's in-house forestry crew to focus on other priorities such as responding to requests for service, the removal of dead fall, tree planting, stump removals, tree inventories and tree inspections. The request would also assist in decreasing the City's tree pruning cycle to a projected fourteen (14) year cycle instead of the current thirty-three (33) year cycle.

Current In-House Pruning

The in-house tree pruning crew prunes mainly in November, January, February, March and April but not full time. The Parks Department carries seven (7) staff through the winter months which try to balance the outdoor rinks, pathway snow removal, cemetery operations and tree maintenance. In December, this crew is primarily concentrated on building ice for the outdoor rinks. Pruning can be sporadic in January and February as outdoor rinks and snow removal are priority. Summer tree pruning consists of responding to tree damage from storms, addressing safety concerns, addressing infestation or disease issues and the removal of trees infected with Dutch elm disease (DED). The pruning crew also does stump removals throughout the warmer months.

The current in-house tree pruning program has pruned 1,355 trees over the past seven (7) years which accounts for approximately 9% of our urban forest.

In-house tree pruning is primarily complaint driven but in 2019 City staff were able to complete some block pruning. Staff pruned the boulevard trees along the 1100 block of Duffield Crescent, all of Currie Crescent and the 900, 1000, 1100 and 1200 blocks of Grace Street, for a total of 0.6% of City-owned trees. The estimated cost of in-house block

pruning is $150 per tree and this cost will decrease over time with experienced staff and a dedicated crew.

A year-round, 2-person forestry crew would provide a greater response time to complaints and would deal with tree removals related to underground infrastructure replacements, DED removals, stump removals and additional block pruning. The full-time forestry crew would also be two (2) more sets of eyes watching for symptoms of DED, Cottony Ash Psyllid, and the future threat of emerald ash borer, which is expected to be found in Moose Jaw in the next few years.

It is uncommon for a city the size of Moose Jaw to not have a year-round crew dedicated to urban forestry. For example, the City of Prince Albert has an inventory of 40,000 trees with a 4-person year-round crew and the City of North Battleford has an inventory of 20,000 trees with a 3-person year-round crew.

Current Block Pruning

In 2014, $40,000.00 was added to the Parks and Recreation budget for contracted tree pruning. The budgeted amount is now $47,816.00 and the request for an additional $14,185.00 would bring the total budgeted amount to $62,000.00.

The following is a summary of the contracted block pruning that has been completed since 2014:

- 2019 YTD – No contracted block pruning completed
- 2018 – No contracted block pruning completed
- 2017 - 420 trees completed at a cost of $33,463.00; $80 per tree (2.8% of our trees)
- 2016 - 319 trees completed at a cost of $24,715.00; $78 per tree (2.1% of our trees)
- 2015 - 309 trees completed at a cost of $42,258.00; $136 per tree (2.1% of our trees)
- 2014 - 290 trees completed at a cost of $31,125.00; $107 per tree (2% of our trees)

In 2019, most of the urban forestry work required a contractor due to a shortage of qualified in-house staff which did not allow for any block pruning to take place. (Spent $37,700 YTD on these services)

In 2018 the Department only contracted emergency calls and trees that the City bucket truck could not reach. (Spent $10,900 on these services). The Department was advised to limit spending in this area due to potential budget cuts stemming from the Provincial government municipal funding reductions.

In 2014/2015 work was concentrated in the Avenues. The boulevard trees in this location are large, older trees that require more work, contributing to the higher cost per tree.

It is also important to note that the price for contract tree pruning has been decreasing due to greater competition in the market and a possible work slow-down for contractors.

In total, contractors have pruned approximately 9% of our trees since 2014.

The following table reflects the City's current pruning cycle and options to enhance it:

Current Program	**Trees per year**	**Projected Pruning Cycle**
In-house	200	75 years
Contracted Block Pruning	260	58 years
In-house & Contracted Block Pruning Combined	460	33 years
Expanded Program	**Trees per year**	**Projected Pruning Cycle**
In-house	600	25 years
Contracted Block Pruning	500	30 years
In-house & Contracted Block Pruning Combined	1,100	14 years

*Based on estimated tree population of 15,000

If approved in 2020, contracted block pruning could complete roughly 500 trees and the in-house crew could complete an additional 400-600 trees. The in-house forestry crew would also have the opportunity to catch up on other priorities such as responding to requests for service, the removal of dead fall, tree planting, stump removals, tree inventories and tree inspections.

OPTIONS TO RECOMMENDATION

1. City Council can decide to approve only one (1) of the two (2) recommended options. This was not recommended as the establishment of a full-time urban forestry crew and the enhancement of the City's block pruning program are both considered high priority.

2. City Council can deny the expansion of the Urban Forestry Program in 2020. This option was not recommended as it would result in a further backlog of urban forestry work for the Department. Tree health would continue to decline at an increased rate which also heightens safety and liability concerns.

STRATEGIC PLAN

The Urban Forestry Program request supports the strategic priorities of Community Safety and Community Pride. It also aligns with our values of being forward thinking and innovative when addressing problems.

OFFICIAL COMMUNITY PLAN

The request also supports the Official Community Plan objectives identified in the Natural Environment/Conservation Section of the plan which speaks to ensuring the protection and sustainability of the "urban forest" in Moose Jaw through new planting and the protection and maintenance of existing trees throughout the City.

BYLAW OR POLICY IMPLICATIONS

The Parks and Recreation Department is working on a Tree Protection Bylaw which will be brought to City Council for approval in 2020. This new Bylaw would align well with the protection and maintenance strategies identified with the expansion of the Urban Forestry Maintenance Program.

FINANCIAL IMPLICATIONS

The request would result in an additional $60,035.00 being added to the Parks and Recreation Department operating budget.

Breakdown:
Wages – $25,300
Seasonal Employee Benefits - $2,050
Equipment Charges - $18,500
Contracted Services – $14,185

Note: There will be no additional training costs as one of the City's certified arborists resigned in 2019 therefore training for a new staff person will be required either way.

OTHER CONSIDERATIONS/IMPLICATIONS

There is no privacy implications or other considerations.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy as incorporated into the City Administration Bylaw No. 5175 of 2016 is not required.

PRESENTATION

VERBAL: The Director of Parks and Recreation will provide a verbal presentation and will be available to answer any questions related to the report.

ATTACHMENTS

i. Pruning Cycles of Urban Forests

REPORT APPROVAL

Written by: Derek Blais, Director, Parks and Recreation
Daily Lennox, Parks Supervisor
Sarah Wist Regent, Parks Gardener
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Urban Foresty Program - -2019-0228.docx
Attachments:	- attachment i Pruning Cycles of Urban Forests.docx
Final Approval Date:	Nov 21, 2019

This report and all of its attachments were approved and signed as outlined below:

Tracy Wittke

Jim Puffalt

Fraser Tolmie

Attachment i

Pruning Cycle of Urban Forests

A systematic regular pruning program has many benefits:

- Decreased cost per tree pruned
- Reduced requests for pruning services (complaints)
- Improved safety and decreased liability
- Improved pest and disease management (DED, black knot)
- Improved tree condition and therefore increased tree value and property value
- Improved sidewalk and street clearance
- Improved public image
- Increased tree longevity

Under the current program, the tree pruning cycle for all trees in the City of Moose Jaw is projected at thirty-three (33) years. Traditionally, the City has tried to maintain a 7-year pruning cycle for our elm population but has not been able to maintain this.

The following is a comparison to pruning cycles in other cities:

City of Moose Jaw:	33-year cycle, 7-year cycle for elms
City of Regina:	13 – 15-year cycle
City of Winnipeg:	12-year cycle
City of Oakville:	5-year cycle
City of Lethbridge:	5-year cycle
Town of Okotoks:	3-year cycle
City of Swift Current:	5-6-year cycle
City of Saskatoon:	7-year cycle for boulevards, 13-year cycle for parks
City of Yorkton:	5-year cycle for elms, as needed for other trees
City of Prince Albert	19-year cycle, working on a plan to bring it down to 10 years

The City of Lethbridge compiled information from various cities in order to establish their current program. The following was taken from their Urban Forestry Management Program:

"Many cities strive for a five-year cycle, but only a few have the financial resources to actually meet this goal. A five-year pruning cycle is desired for a comprehensive urban forestry program and a pruning cycle in the seven to eight-year range is the minimum arboriculturally acceptable cycle length. The longer the time frame between pruning,

the greater the cultural requirements will be for the tree. Cycles beyond eight (8) years are further complicated by larger numbers of service requests. Scheduling problems develop that prevent the crews from adhering to a systematic pruning program, and cycle goals become more difficult to attain."

The Department also found the following in The Research Foundation to Tree Pruning: A review of the Literature by James R. Clark and Nelda Matheny, published in the May 2010 issue of Arboriculture & Urban Forestry (page 112):

"Municipal arborists have benefited from research dealing with pruning of street trees (10 citations). In 1981, Miller and Sylvester addressed the question: What is the appropriate length of the pruning cycle for municipal trees? Using Milwaukee, WI, as a test case, they concluded four to five years was the appropriate pruning cycle. They observed that tree condition declined as the length of the pruning cycle increased."

City of
Moose Jaw

COMMUNICATION # CC-2019-0242

TITLE: **Economic Development Initiatives**

TO: **City Council**

FROM: **Department of Planning and Development – Economic Development Services**

DATE: **November 14, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT the City of Moose Jaw contract with MDB Insight to carry out the Business Retention and Expansion (BR + E) Triage Project, with a focus on value-add Agriculture and Food Production, with the source of funding being the 2020 Operating Budget in the amount of $15,000.

THAT the City of Moose Jaw financially support the Rural and Northern Immigration Pilot (RNIP) Program with the source of funding being the 2020 Operating Budget in the amount of $5,000.

THAT City Council support the inclusion of funding to facilitate participation in trade missions with the source of funding being from the Land Reserve in the amount of $10,000.

TOPIC AND PURPOSE

Economic Development Services is presenting two new initiatives for consideration in the 2020 Budget year, including the BR + E Triage Project, and funding support for the Rural and Northern Immigration Pilot (RNIP) Program.

BACKGROUND

Economic Development Services continuously looks for opportunities to enhance its activities in order to grow the City's business and industry sector, as well as the labour market in order to support and sustain this growth. Business retention, expansion and workforce development are key strategic priorities in our economic development strategies.

During the time the South Central Enterprise Region program was in effect, a strategic business expansion and retention program was carried out through funding support from the provincial government. This program achieved critical engagement with the business community in order to identify barriers to growth and at the same time identify opportunities for growth. The program provided value in this respect and was well received by the business community.

Since 2012 there has been no BR & E Program in the City due to lack of capacity to support the program. MDB Insight is a nationally respected Economic Development entity that offer a BR + E Triage Project (Attachment 1).

Workforce attraction and attention to labour market needs is an equally critical priority for the City. With the loss of labour due to baby boomers exiting the workforce over the next number of years, it is of critical importance to attract and retain workers. The RNIP Program (Attachment 2) is a federal government initiative that supports the attraction and retention of immigrants to rural and northern cities. The City of Moose Jaw is one of eleven (11) communities across Canada that has been successful in offering the pilot program and has targeted an April 2020 roll out. There were no funding dollars provided to support the pilot program by the federal government.

DISCUSSION

TRIAGE BR + E

A key and critical tool of any economic development program is a **Business Retention & Expansion (BR&E)** strategy that takes the pulse of local businesses. We currently achieve this through visitations, along with business and industry engagement on a modest level based on capacity challenges. The proposed MDB Insight BR&E Triage program offers a new way to better predict future business opportunities and challenges. It is a community/sector outreach plan with 80-100 completed interviews (a critical aspect of BR&E). Real time insight is acquired, barriers to growth identified (red flags), benchmarks established, and opportunities identified (green flags). The value-add agriculture/food processing sector is a key focus and would be our target area, particularly as we attract ag value-added/food processing industry to our industrial park. This project would support growing existing business where more than 70% of a City's economic growth comes from. The cost of this initiative would be $15,000.

RNIP PILOT PROGRAM

The Rural and Northern Immigration Pilot (RNIP) program has been initiated to help spread the benefits of economic immigration to smaller communities in Canada. Moose Jaw is among eleven (11) communities selected to participate under the pilot that will:

- use immigration to help meet local labour market needs and support regional economic development (a key focus of the City's economic development strategy). How many positions are required in Moose Jaw? What type of population would come from those jobs?
- test a new pathway to permanent residence in rural Canada for skilled foreign nationals at various skill levels; and
- create welcoming environments that encourage and help new immigrants to stay in their new communities

According to *The Conference Board of Canada Mid-Sized Cities Outlook 2019*, the City of Moose Jaw's economy generated a total of 1,600 jobs over the past three years, but it is expected to shed 500 jobs this year before recovering with the addition of 200 net new jobs in 2020. It is expected that with the SaskPower project coming on stream and the need for 700 plus construction workers, labour demands will increase over the next few years. The accommodation, service and retail sectors will see a demand in labour needs over the next few years with the RNIP program helping to address this demand.

There are no federal financial resources available for the pilot communities and as a result local securing of funds will be required. The yearly cost to administer and carry out the program is anticipated to be $75,000 per year. The Manager of Economic Development is a member of the leadership team that is leading the project. The pilot in Moose Jaw's case will be rolled out in April of 2020. Since no funds were provided by the federal government, local initiatives are required to raise funds to support the pilot. Resources from the federal government are being provided to assist in establishing the project and training the leadership team.

There are however, concerns with the ability to fund the pilot project as a great deal of administration and organization will be involved. It is anticipated that a full-time administrator will be required for the duration of the pilot program.

In order to effectively attract business and industry, direct approaches to companies through visitations is a desirable strategy. Our commitment to Carpere Canada includes supporting and participating in missions to meet with potential investors and companies outside of the City. It was also addressed through the strategic planning process that there was value in the City participating in trade missions. We are projecting a cost of $10,000 to help achieve this goal and believe that land sales will be enhanced by this kind of activity, therefore funding from this account can be justified. This initiative can be considered an investment in future land sales.

OPTIONS TO RECOMMENDATION

- Not approve the funding of the BR + E Triage project at a cost of $15,000.
- Not approve the RNIP Pilot funding request at a cost of $5,000.
- Not approve the trade missions funding request at a cost of $10,000.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

The Leadership Team coordinating the RNIP Pilot project includes the Moose Jaw and District Chamber of Commerce, South Central Regional Immigration Partnership, Moose Jaw Multicultural Council and Accola Immigration Services. The Leadership Team has been very active in the application process and planning of the initiative and will perform ongoing oversight during the pilot project.

STRATEGIC PLAN

The City's updated Community Strategic Plan identifies that new opportunities, actions and tactics are required in order to successfully advance the community into the future. Both these initiatives would contribute to achieving that goal.

OFFICIAL COMMUNITY PLAN

According to Section 15 of The Official Community Plan, Bylaw No. 5345, the RNIP proposal meets the following objective:

15.1 OBJECTIVES

d) To develop and promote a positive employment environment in Moose Jaw which will retain and increase the numbers of young residents in the work force.

FINANCIAL IMPLICATIONS

- Approval of one or both will have an impact of up to $20,000 on the 2020 City budget.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy is not required.

PRESENTATION

VERBAL: The Manager of Economic Development will be presenting the report.

ATTACHMENTS

i. Overview of MDB Insight's BR + E Triage project.

ii. BR + E Triage Presentation.

iii. Overview of the RNIP pilot project.

REPORT APPROVAL

Written by: James Dixon, Economic Development Manager
Reviewed by: Michelle Sanson, Director of Planning and Development
Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	EDC Initiatives - CC-2019-0242.docx
Attachments:	- MDB Insight BRE Triage.pdf - Presentation - Triage BR+E.pdf - RNIP Overview.pdf
Final Approval Date:	Nov 21, 2019

This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Sue Brabant was completed by workflow administrator Maureen Latta

Sue Brabant

No Signature - Task assigned to Michelle Sanson was completed by workflow administrator Maureen Latta

Michelle Sanson

No Signature - Task assigned to Tracy Wittke was completed by assistant Maureen Latta

Tracy Wittke

Jim Puffalt

Fraser Tolmie

MDB INSIGHT

TRIAGE BR + E:

TAKE THE PULSE OF YOUR LOCAL BUSINESSES

MDB INSIGHT OFFERS A NEW WAY TO BETTER PREDICT FUTURE BUSINESS OPPORTUNITIES AND CHALLENGES.

MDB INSIGHT

Triage BR+E Pricing Sheet

1 Market Segment*	2 Market Segments*	3 Market Segments*
Triage Questionnaire** Community Outreach Planning 80-100 Completed Interviews*** Derived Importance Analysis Green & Red Triage Flags Summary Report & Priority Matrix	Triage Questionnaire** Community Outreach Planning 160-200 Completed Interviews*** Derived Importance Analysis Green & Red Triage Flags Summary Report & Priority Matrix	Triage Questionnaire** Community Outreach Planning 240-300 Completed Interviews*** Derived Importance Analysis Green & Red Triage Flags Summary Report & Priority Matrix
$9,800	***$18,600***	***$26,800***
Estimated additional cost if business directory must be purchased.		
$650	*$1,300*	*$1,950*

**** A market segment can be defined as the entire businesses community, a specific sector or commercial/industrial zone.***

***** The addition of new questions results in longer interview times and more time for analysis. An additional cost will be priced accordingly.***

****** A call list of 300 businesses is required to ensure 80-100 completed surveys. Smaller directories may result in fewer completed surveys.***

Optional Value Added Components

Action Plan Development	$2,000
Custom 2 or 4 Page Brochure with Infographics	$4,000
In-Person Presentation of Findings	$1,800 plus travel

MDB INSIGHT

TRIAGE BR + E: TAKE THE PULSE OF YOUR LOCAL BUSINESSES

MDB INSIGHT OFFERS A NEW WAY TO BETTER PREDICT FUTURE BUSINESS OPPORTUNITIES AND CHALLENGES.

Attracting and retaining businesses takes significant resources. You need to maximize the limited time and money your team has to execute these programs.

The statistically significant data generated by Triage BR+E is more accurate and timely than traditional methods. With precise, real-time insight you can be more nimble in responding to challenges and opportunities faced by local businesses.

Our affordable solution frees up your resources so you can proactively reach out to businesses with the most critical needs.

No other technique can start conversations with a broader cross-section of your business owners. Engage people you have never engaged before.

Our solution provides you with a list of practical priorities you can act on. The data gathered provides a benchmark against which you can measure your progress towards meeting your BR+E goals.

AN AGILE BR+E SOLUTION FOR AN EVOLVING ECONOMY: GET AHEAD OF BUSINESS CHALLENGES AND OPPORTUNITIES

One of the cornerstones of economic development is business retention and expansion. Nurturing the growth of local businesses can create jobs, add to the tax base, and foster healthy communities more quickly than investment attraction activities.

In practice, attracting and retaining businesses is often a grueling task. Limited time, staff, and financial resources create major barriers for economic developers. Establishing an effective BR+E program requires a sound understanding of best practices. Maintaining a traditional BR+E program requires a substantial investment of time and money.

Uncover and predict issues in your business community.

Our Triage BR+E solution overcomes these challenges by expanding beyond traditional approaches to provide precise, statistically significant, and unbiased information about local businesses in a timeline of weeks rather than months. This information measures the health of businesses in the present and helps to predict challenges and opportunities on the horizon.

Support your priorities with quantitative evidence.

For decades, the private sector has used derived importance to establish customer priorities. Through Triage BR+E, this technique is now available to economic developers. Based on the degree of importance business owners (your customers) place on local issues, you will gain a deeper understanding of how the community can foster local business growth.

Maximize your time and financial resources.

Triage BR+E relieves pressure on your resources by directing your focus to the businesses with the most pressing challenges and opportunities. This means you can quickly and proactively mitigate pending negative change or encourage business growth that will retain and create revenue and jobs.

Equipped with this information, you can connect with the local businesses most in need of assistance, building stronger relationships with them and supporting local economic growth.

Paul Blais, Executive Vice-President, has more than 20 years of BR+E experience as a municipal economic developer and consultant. Whether you are looking for ways to improve your current BR+E program or you are wanting to start one up for the first time, contact Paul to get more details on how Triage BR+E can be a fit.

pblais@mdbinsight.com | 1.855.367.3535 ext. 241

MDB INSIGHT 1.855.367.3535 www.mdbinsight.com

Facebook.com/mdbinsight Twitter.com/mdbinsight LinkedIn.com/company/mdbinsight

TRIAGE BR+E

BR+E programs are considered to be “foundational” elements of economic development services delivery.

Thriving local businesses drive economic growth for communities. They create jobs and add to the tax base. Sometimes at a faster pace than attracting new investment.

Business Retention and Expansion (BR+E) programs have significant benefits, but there are also hurdles for economic developers to overcome.

Whether you're new to BR+E or have an established program in place, the challenges are similar.

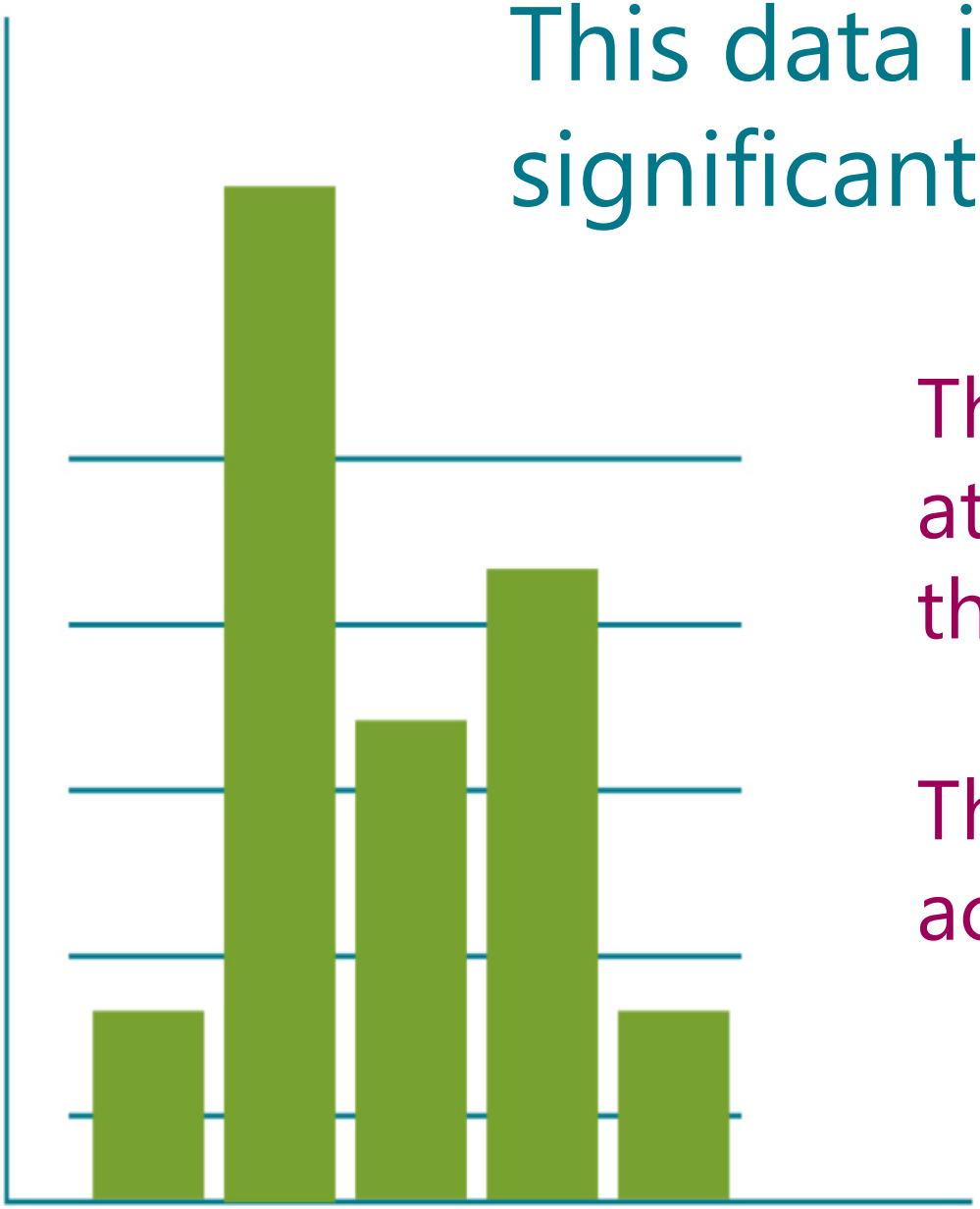
- Financial resources often limited.
- Understanding best practices is essential.
- Staff time is often stretched.

Our **Triage BR+E** solution overcomes these challenges

Triage BR+E builds on the best of traditional approaches while eliminating some of the biggest downsides.

	Traditional	Triage BR+E
Minimizes staff time on administration	x	✓
Maximizes staff time on business visits	x	✓
Has a timeline of weeks rather than months	x	✓
Uses leading-edge best practices	x	✓
Generates statistically significant data	?	✓
Uses derived importance	x	✓
Is affordable	?	✓

This data is statistically significant, meaning:



The result is not attributed to chance or the opinions of a few.

The findings are accurate and reliable.

This real-time, statistically significant data means you can:

Prioritize your resources more effectively

Predict, and respond to, challenges and opportunities on the horizon

What is Derived Importance?

Derived importance has been used for years in private sector market research.

Derived importance gives community leaders insight into the services that drive re-investment and overall business satisfaction.

Derived importance measures how well the community is performing on services that businesses care about.

Derived Importance

Issue	Importance	Performance
Land costs	0.483	64
Zoning	0.480	76
Support from municipality	0.521	79
Development/building permit process	0.420	74
Development charges	0.389	73
Municipal property taxes	0.304	68
Availability of serviced land	0.329	75
Regional/Provincial roads and highways	0.423	80
Local roads and streets	0.315	79
Availability of space for rent or lease	0.205	87
Support from other businesses	0.421	85
Off-site levy	0.450	87
Workforce	0.293	81
Support from local residents	0.542	90
Internet service	0.185	79
Water/wastewater fees	0.178	79
Proximity to rail	0.291	88
Cost of natural gas	0.092	62
Water/wastewater capacity	0.288	90
Availability of adequate housing	0.230	91
Cellular phone service	0.214	94
Quality of Life	0.442	98
Availability of health and medical services	0.078	92
Lack of business tax	0.211	99
Proximity to airports	0.000	70

Increasing Priority

Decreasing Priority

Example for Illustration

Derived Importance can be used to Triage the issues and measure performance.

Put your time and money towards issues you know will have a positive impact on the business environment.

No longer will you be distracted by the opinions of a few who are telling you to focus on issues that you now know are not significant.

Benchmark priorities and then measure how your efforts have had an impact.

Triage BR+E also allows you to triage individual business needs:

Reach out to businesses in the greatest need

For example, a local business' lease is expiring soon. Or it has export potential but doesn't know how to capitalize

Issues like these are flagged immediately so you can respond quickly to keep businesses in your community.

Triage BR+E helps you take the pulse of your business community.

Paul Blais

pblais@mdbinsight.com

1 855 367 3535 ext. 241

www.mdbinsight.com

Why pursue the Rural & Northern Immigration Pilot?

Helping smaller communities retain residents through pairing economic attraction of newcomers with a community-based approach to their integration.

- Benefits our economy
  - **Reduces workforce turnover and fills labour gaps that prevent locals from growing their businesses**
  - **Improves businesses' ability to cater to the needs of their incresingly diverse customers & clientele**: able to better serve the needs of the community
  - **Increases Moose Jaw's appeal as a popular destination for international students, skilled workers, and businesses**
- Reinforces our relevance in an increasingly competitive national labour market
  - **Helps mitigate the risk of impending demographic shifts:** See Conference Board of Canada Info-graphic: *Why is Immigration Important to Canada?*
  - **Protects us from forecasted risks, through a proactive approach:** i.e., 43% of MJ was over 65 in 2016. Trucking, farming, healthcare, and other key industries projected to increasing rely on foreign labour by 2026.
- Stimulates innovation, progress, growth, & partnership in the economic development sector
  - **Increases collaboration & investement in E.D. sector**: While the Chamber is the accountble partner, extensive in-kind support is being accessed through aligned partners highly invested in the project.
  - **Aligns with Chamber's mandate, as well as City of Moose Jaw's Economic Development Strategy**
  - **Builds capacity to advance the local economic development agenda, by endowing the sector with much-needed resources**

Rural and Northern Immigration Pilot

Immigration Refugees and Citizenship Canada IRCC has developed a Rural and Northern Immigration Pilot RNIP to help spread the benefits of economic immigration to smaller communities throughout Canada. The Government of Canada will work with local communities to:

- use immigration to help meet local labour market needs and support regional economic development
- test a new pathway to permanent residence in rural Canada for skilled foreign nationals at various skill levels
- create welcoming environments that encourage and help new immigrants to stay in their new communities

Moose Jaw is among 11 Canadian communities selected to participate in the RINP. The goal is to measure the impact on retention when targeted immigration strategies are paired with community-based settlement programs. IRCC and the Moose Jaw and District Chamber of Commerce will draft a Memorandum of Understanding in the Fall of 2019 outlining the terms of reference for the pilot: the community-specific endorsement criteria, settlement approach, list of partners, and community boundaries. Leading up to this, the Chamber will consult with employers, settlement service providers, industry professionals, and other stakeholders to gather the information that will shape the program.

Positions that would be most affected by the pilot fall under National Occupation Classification NOC C, such as: farm equipment operators/general farm workers, transport truck drivers, and industrial meat cutters. Currently, an employer must first hire these positions on a Labour Market Impact Assessment LMIA. For several reasons: cost, caps, processing times, and application size, LMIA's can present barriers to employers hiring and maintaining workers. Under the RNIP the Chamber will endorse candidates in NOC 0, A, B, and C, that are brought forward by employers. While candidate criteria has not been finalized, IRCC has said that an offer of employment, settlement funds, a min. language proficiency, and a min. education requirement will all be part of the criteria.

This is a rare opportunity to tailor 'working class' economic immigration criteria and remove the LMIA barrier for employers who are hiring NOC C positions. Candidates need both a job offer and settlement funds to qualify. Attraction and retention of these workers is central to Moose Jaw's 2019 Economic Development strategy, and an opportunity to promote Moose Jaw as an attractive destination for economic immigration.

Moose Jaw is already well positioned for a robust retention strategy, but this pilot would see increased resources from IRCC to the settlement sector to even further increase capacity for a community-based approach to settlement. Moose Jaw was recently selected as one of Canada's 14 pilot projects for IRCC's Welcoming Francophone Communities. In this project the settlement advisory board will spend the next year creating a community action plan to be implemented in Moose Jaw in 2020-2021. Moose Jaw is also home to IRCC's Local Immigration Partnership, the South-Central Regional Immigration Partnership SCRIP., and a well-established network of settlement service providers.

Further details about the program will be available when the communities are announced later this month, with the final details coming in the fall.

National Occupation Classification – Skill Level C

1411 General office support workers

1414 Receptionists

1415 Personnel clerks

1416 Court clerks

1422 Data entry clerks

1423 Desktop publishing operators and related occupations

1431 Accounting and related clerks

1432 Payroll administrators

1434 Banking, insurance and other financial clerks

1435 Collectors

1451 Library assistants and clerks

1452 Correspondence, publication and regulatory clerks

1454 Survey interviewers and statistical clerks

1511 Mail, postal and related workers

1512 Letter carriers

1513 Couriers, messengers and door-to-door distributors

1521 Shippers and receivers

1522 Storekeepers and parts persons

1523 Production logistics coordinators

1524 Purchasing and inventory control workers

1525 Dispatchers

1526 Transportation route and crew schedulers

3411 Dental assistants

3413 Nurse aides, orderlies and patient service associates

3414 Other assisting occupations in support of health services

4411 Home childcare providers

4412 Home support workers, housekeepers and related occupations

4413 Elementary and secondary school teacher assistants

4421 Sheriffs and bailiffs

4422 Correctional service officers

4423 By-law enforcement and other regulatory officers, n.e.c.

6411 Sales and account representatives - wholesale trade (non-technical)

6421 Retail salespersons

6511 Maîtres d'hôtel and hosts/hostesses

6512 Bartenders

6513 Food and beverage servers

6521 Travel counsellors

6522 Pursers and flight attendants

6523 Airline ticket and service agents

6524 Ground and water transport ticket agents, cargo service representatives and related clerks

6525 Hotel front desk clerks

6531 Tour and travel guides

6532 Outdoor sport and recreational guides

6533 Casino occupations

6541 Security guards and related security service occupations

6551 Customer services representatives - financial institutions

6552 Other customer and information services representatives

National Occupation Classification – Skill Level C

6561 Image, social and other personal consultants

6562 Estheticians, electrologists and related occupations

6563 Pet groomers and animal care workers

6564 Other personal service occupations

7441 Residential and commercial installers and servicers

7442 Waterworks and gas maintenance workers

7444 Pest controllers and fumigators

7445 Other repairers and servicers

7451 Longshore workers

7452 Material handlers

7511 Transport truck drivers

7512 Bus drivers, subway operators and other transit operators

7513 Taxi and limousine drivers and chauffeurs

7514 Delivery and courier service drivers

7521 Heavy equipment operators (except crane)

7522 Public works maintenance equipment operators and related workers

7531 Railway yard and track maintenance workers

7532 Water transport deck and engine room crew

7533 Boat and cable ferry operators and related occupations

7534 Air transport ramp attendants

7535 Other automotive mechanical installers and servicers

8411 Underground mine service and support workers

8412 Oil and gas well drilling and related workers and services operators

8421 Chain saw and skidder operators

8422 Silviculture and forestry workers

8431 General farm workers

8432 Nursery and greenhouse workers

8441 Fishing vessel deckhands

8442 Trappers and hunters

9411 Machine operators, mineral and metal processing

9412 Foundry workers

9413 Glass forming and finishing machine operators and glass cutters

9414 Concrete, clay and stone forming operators

9415 Inspectors and testers, mineral and metal processing

9416 Metalworking and forging machine operators

9417 Machining tool operators

9418 Other metal products machine operators

9421 Chemical plant machine operators

9422 Plastics processing machine operators

9423 Rubber processing machine operators and related workers

9431 Sawmill machine operators

9432 Pulp mill machine operators

9433 Papermaking and finishing machine operators

National Occupation Classification – Skill Level C

9434 Other wood processing machine operators

9435 Paper converting machine operators

9436 Lumber graders and other wood processing inspectors and graders

9437 Woodworking machine operators

9441 Textile fiber and yarn, hide and pelt processing machine operators and workers

9442 Weavers, knitters and other fabric making occupations

9445 Fabric, fur and leather cutters

9446 Industrial sewing machine operators

9447 Inspectors and graders, textile, fabric, fur and leather products manufacturing

9461 Process control and machine operators, food and beverage processing

9462 Industrial butchers and meat cutters, poultry preparers and related workers

9463 Fish and seafood plant workers

9465 Testers and graders, food and beverage processing

9471 Plateless printing equipment operators

9472 Camera, platemaking and other prepress occupations

9473 Binding and finishing machine operators

9474 Photographic and film processors

9521 Aircraft assemblers and aircraft assembly inspectors

9522 Motor vehicle assemblers, inspectors and testers

9523 Electronics assemblers, fabricators, inspectors and testers

9524 Assemblers and inspectors, electrical appliance, apparatus and equipment manufacturing

9525 Assemblers, fabricators and inspectors, industrial electrical motors and transformers

9526 Mechanical assemblers and inspectors

9527 Machine operators and inspectors, electrical apparatus manufacturing

9531 Boat assemblers and inspectors

9532 Furniture and fixture assemblers and inspectors

9533 Other wood products assemblers and inspectors

9534 Furniture finishers and refinishers

9535 Plastic products assemblers, finishers and inspectors

9536 Industrial painters, coaters and metal finishing process operators

9537 Other products assemblers, finishers and inspectors

WHY IS IMMIGRATION IMPORTANT TO CANADA?

The Conference Board of Canada | Le Conference Board du Canada

1.6 Canada's fertility rate, which is ranked **181st** globally, is well below Canada's replacement rate of **2.1**

Immigrants TODAY make up 65% of Canada's net annual population growth

Canada's acceptance of immigrants on humanitarian grounds demonstrates compassion, leadership and enhances Canada's global standing

25% of Canada's population will be over 65 by 2035

5,000,000 Canadians set to retire by 2035

Almost **100%** of Canada's net population growth will be through immigration by 2035

IMMIGRANTS...

- boost trade ties between Canada and the world
- strengthen culture and diversity
- are motivated, innovative and entrepreneurial

Canada's worker-to-retiree ratio TODAY

Canada's worker-to-retiree ratio in 2035

350,000 Estimated number of immigrants Canada will need annually by 2035 to meet its workforce needs

NOW HIRING

National Immigration Centre | conferenceboard.ca/NIC | @ImmigrationCBoC

City of
Moose Jaw

COMMUNICATION # CC-2019-0243

TITLE: **Parks and Recreation Department Capital Budget Shortfall**

TO: **City Council**

FROM: **The Department of Parks and Recreation**

DATE: **November 15, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT the Parks and Recreation Department complete dressing room upgrades at the Pla-Mor Palace to better serve all users of the facility with the source of funding being the 2020 Capital Budget in the amount of $109,000.00; and

THAT the Parks and Recreation Department complete an LED lighting conversion at the Moose Jaw Cultural Centre to increase energy efficiency with the source of funding being the 2020 Capital Budget in the amount of $80,000.00; and

THAT the Parks and Recreation Department complete irrigation upgrades in the Iron Bridge development to improve the quality of the Parks space with the source of funding being the 2020 Capital Budget in the amount of $51,000.00; and

THAT the Parks and Recreation Department engage an external consultant to work with the Department on completing a Parks and Recreation Master Plan with the source of funding being the 2020 Capital Budget in the amount of $55,000.00.

TOPIC AND PURPOSE

The purpose of the report is to provide information to City Council regarding the Capital Budget shortfall within the Parks and Recreation Department and to request an additional $295,000.00 to the Department's Capital Budget program in 2020.

BACKGROUND

Annual capital funding is required in order to properly conserve, maintain and improve facilities and assets within the Parks and Recreation Department.

A 2017 report from the Department to the Budget Committee estimated that the replacement value of the capital assets and facilities identified in the current capital program are in excess of $155,000,000. (Does not include Mosaic Place.)

The facilities and assets in the capital program include:

Yara Centre	Library/Art Museum	Outdoor Basketball (1)	Spray Parks (4)
Kinsmen Sportsplex	City Hall	Skate Park (1)	Paddling pools (2)
Pla-Mor Palace	City Complex	BMX Park (1)	40 kms of Trails
Phyllis Dewar Pool	Ross Wells Park	Dog Parks (2)	Rosedale Cemetery
Natatorium	Memorial Field	Outdoor Rinks (12)	Moose Jaw Cemeteries
YMCA Building	Outdoor Sports Fields (17)	Playground Buildings (10)	Storage Buildings
MJ Cultural Centre	Ball Diamonds (17)	Playgrounds (29)	Irrigation Systems

The average annual capital funding provided to the Parks and Recreation Department over the past 10 years is $1,096,181. The current 2020 Capital Budget allotment for the Parks and Recreation Department is $1,072,995, which is a 2% reduction from the 10-year average. Other areas of the City's Capital Budget, specifically the utilities, have seen drastic increases in their 2020 capital budgets over their 10-year averages as a result of under spending in the past.

If investments are made in facility renewal, life cycles will increase, emergency repairs will decrease, and the City will avoid having to allocate large amounts of capital funding to completely renew a facility at one-time.

A recent study completed by PwC Canada for the City of Saskatoon indicated that the American Public Works Association has published guidelines allocating a minimum of 2% to 4% of current replacement value to provide for renewal of facilities, while other published guidelines refer to a range of 1.5% to 2.5%.

The current 2020 Capital Budget allotment for the Parks and Recreation Department is $1,072,995 which equates to .69% of the approximate replacement value being put towards facility renewal. If the City was to allocate capital funding to facilities based on 1.5% of the replacement value, annual funding would need to be increased to approximately $2,300,000. (114% increase in funding)

With the current capital priorities in other areas, the Parks and Recreation Department understands that this would not be immediately feasible but would like to work on a sustainable plan to attain proper capital investment levels in the future.

An important part of creating a capital budgeting and life-cycle plan will be the implementation of an asset management software system, which will be made available through the implementation of a new Enterprise Resource Planning System. Once a proper asset inventory is established, the Department will be able to create accurate replacement values and life-cycle projections for each facility.

DISCUSSION

An overview of the current Parks and Recreation Department Capital Budget is attached to the report and includes the age of each facility and very broad life-cycle estimations. The overview also indicates which projects are currently funded and unfunded.

The total value of the funded projects over the 5-year plan is $5,941,043 while the total value of the unfunded projects is $8,791,800 with a significant portion of that being the outdoor pool replacement. The current funded plan consists strictly of facility renewal projects and does not include any new infrastructure projects.

In order to catch up on some of the outstanding priorities the Department is recommending that the following projects be considered in the 2020 Capital Budget as part of the 1% proposed increase:

- Dressing Room Upgrades – Pla-Mor Palace ($109,000)
- LED Lighting Conversion – Moose Jaw Cultural Centre ($80,000)
- Irrigation Upgrades – Iron Bridge ($51,000)
- Parks and Recreation Master Plan ($55,000)

detailed descriptions of each project are included in Attachment ii.

It is important to note that the following priority projects would remain unfunded:

- Outdoor Pool Replacement
- YMCA Building Demolition
- Iron Bridge Pathway Lights
- Iron Bridge Landscaping Upgrades
- Memorial Field Upgrades
- City Hall Bell Restoration
- Yara Centre LED Lighting Conversion
- Outdoor Pickleball/Tennis Courts

OPTIONS TO RECOMMENDATION

City Council may choose to not approve any of the recommendations.

City Council may choose to allocate funding towards other priorities that are not identified in the recommendations but included in the unfunded projects list.

STRATEGIC PLAN

The report supports the objectives in the Strategic Plan regarding infrastructure renewal and innovation.

OFFICIAL COMMUNITY PLAN

The report supports the following Parks, Open Space, Community Recreation objective in the Official Community Plan which is to provide parks, open space and recreational program delivery at a level that aids in the attraction and retention of young families to the City.

FINANCIAL IMPLICATIONS

Approval of the recommendations would result in an additional $295,000 being allocated to the 2020 Parks and Recreation Department Capital Budget.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy is not required.

PRESENTATION

VERBAL: The Director of Parks and Recreation will present the report and be available to answer any questions.

ATTACHMENTS

i. Parks and Recreation Capital Budget Overview

ii. Summary of Recommended Projects

REPORT APPROVAL

Written by: Derek Blais, Director of Parks & Recreation
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

CITY MANAGER COMMENTS

This report is the basis for the 1% increase in property taxes that has been recommended to provide more funding towards capital requirements for facilities and other assets.

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Parks and Recreation Department Capital Budget Shortfall - CC-2019-0243.docx
Attachments:	- Attachment i Parks and Rec Capital Budget Overview.xlsx - Attachment ii Recommended Projects.docx
Final Approval Date:	Nov 21, 2019

This report and all of its attachments were approved and signed as outlined below:

Tracy Wittke

Jim Puffalt

Fraser Tolmie

Attachment i

Parks and Recreation - Capital Budget Overview

Yara Centre

Facility Age: 8 years (2011)

Structure (Concrete & Steel)
Estimated Life: 75 years
Last Upgrade: 2011
Remaining Life: 67 years (2087)

Mechanical & Electrical Systems
Estimated Life: 25 years
Last Upgrade: 2011
Remaining Life: 17 years (2037)

Metal Cladding (Roof & Exterior)
Estimated Life: 40 years
Last Upgrade: 2011
Remaining Life: 32 years (2052)

Windows & Doors
Estimated Life: 35 years
Last Upgrade: 2011
Remaining Life: 27 years (2047)

Roofing
Estimated Life: 25 years
Last Upgrade: 2011
Remaining Life: 17 years (2037)

Cosmetic (Flooring, Painting & Fixtures)
Estimated Life: 25 years
Last Upgrade: 2011
Remaining Life: 17 years (2037)

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Piping Retrofit	$35,000	2022
Turf Replacement	$500,000	2024
TOTAL FUNDED	**$535,000**	

Unfunded (2020 - 2024)

Project	Cost	Year
LED Lighting Upgrades	$300,000	2021
TOTAL UNFUNDED	**$300,000**	

Additional Comments:
Turf Replacement currently estimated at $1,000,000 and remaining funding would be from Multiplex Reserve

Kinsmen Sportsplex - Pool

Facility Age: 24 years (1996)

Structure (Concrete & Steel)

Estimated Life: 75 years
Last Upgrade: 1996
Remaining Life: 51 years (2071)

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: 1996
Remaining Life: 1 year (2021)

Metal Cladding (Roof & Exterior)

Estimated Life: 40 years
Last Upgrade: 1996
Remaining Life: 16 years (2036)

Windows & Doors

Estimated Life: 35 years
Last Upgrade: 1996
Remaining Life: 11 years (2031)

Roofing

Estimated Life: 25 years
Last Upgrade: Lower roof in 2017
Remaining Life: Lower - 10 years, Upper - 1 year

Cosmetic (Flooring, Painting & Fixtures)

Estimated Life: 25 years
Last Upgrade: In progress
Remaining Life: 25 years (2045)

Kinsmen Sportsplex - Arena

Facility Age: 45 years (1975)

Structure (Concrete & Steel)

Estimated Life: 75 years
Last Upgrade: 1975
Remaining Life: 30 years (2050)

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: 1996
Remaining Life: 1 year (2021)

Metal Cladding (Roof & Exterior)

Estimated Life: 40 years
Last Upgrade: 1996
Remaining Life: 16 years (2036)

Windows & Doors

Estimated Life: 35 years
Last Upgrade: 1996
Remaining Life: 11 years (2031)

Roofing

Estimated Life: 25 years
Last Upgrade: Lower roof in 2017
Remaining Life: Lower - 10 years, Upper - 1 year

Cosmetic (Flooring, Painting & Fixtures)

Estimated Life: 25 years
Last Upgrade: In progress
Remaining Life: 25 years (2045)

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Replace Upperbuilt Roof	$145,560	2020 (gas tax)
Changeroom & Reception Upgrades	$163,440	2020 (gas tax)
Pool Grate Replacement	$113,000	2022
Consulting - Mechanical System Upgrades	$30,000	2024
Dehumidifier Replacement	$105,000	2020
Cross Connection Protection	$50,000	2022
Cooling System Upgrades	$117,000	2022
Installation of Real-Ice System	$45,000	2022

Unfunded (2020 - 2024)

Project	Cost	Year
Parking Lot Crossing	$20,000	2020
Outdoor Patio Renovation	$30,000	2021
Exterior Painting and Brick Restoration	$200,000	2021

Replace Fire Suppression System	$116,000	2020 (gas tax)		
TOTAL FUNDED	**$885,000**		**TOTAL UNFUNDED**	**$250,000**

Pla-Mor Palace - Wally Boshuck Arena

Facility Age: 53 years (1967)

Structure (Concrete & Steel)
Estimated Life: 75 years
Last Upgrade: 1967
Remaining Life: 22 years (2042)

Mechanical & Electrical Systems
Estimated Life: 25 years
Last Upgrade: 31 years (1989)
Remaining Life: 6 years past estimated life

Metal Cladding (Roof & Exterior)
Estimated Life: 40 years
Last Upgrade: 31 years (1989)
Remaining Life: 9 years (2029)

Windows & Doors
Estimated Life: 35 years
Last Upgrade: 31 years (1989)
Remaining Life: 4 years (2024)

Roofing
Estimated Life: 25 years
Last Upgrade: 31 years (1989)
Remaining Life: 6 years past estimated life

Cosmetic (Flooring, Painting & Fixtures)
Estimated Life: 25 years
Last Upgrade: 31 years (1989)
Remaining Life: 6 years past estimated life

Pla-Mor Palace - Bert Hunt Arena

Facility Age: 31 years (1989)

Structure (Concrete & Steel)
Estimated Life: 75 years
Last Upgrade: 1989
Remaining Life: 44 years (2064)

Mechanical & Electrical Systems
Estimated Life: 25 years
Last Upgrade: 31 years (1989)
Remaining Life: 6 years past estimated life

Metal Cladding (Roof & Exterior)
Estimated Life: 40 years
Last Upgrade: 31 years (1989)
Remaining Life: 9 years (2029)

Windows & Doors
Estimated Life: 35 years
Last Upgrade: 31 years (1989)
Remaining Life: 4 years (2024)

Roofing
Estimated Life: 25 years
Last Upgrade: 31 years (1989)
Remaining Life: 6 years past estimated life

Cosmetic (Flooring, Painting & Fixtures)
Estimated Life: 25 years
Last Upgrade: 31 years (1989)
Remaining Life: 6 years past estimated life

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Heat Exchanger Replacement	$170,000	2021
Consulting - Roof Repairs	$26,200	2021
Cross Connection Protection	$50,000	2022
Installation of Real-Ice System	$80,000	2022
Roof Repairs	$200,000	2022
TOTAL FUNDED	**$526,200**	

Unfunded (2020 - 2024)

Project	Cost	Year
Rink Board and Glass Replacement	$90,000	2021
Additional Dressing Rooms	$109,000	2020
Rubber Flooring Replacement	$95,000	2022
Window and Door Replacement	$75,000	2024
Interior Painting and Fixture Replacement	$70,000	2022
TOTAL UNFUNDED	**$439,000**	

Phyllis Dewar Outdoor Pool

Facility Age: 53 years (1967)

Pool Structure

Estimated Life: 50 years
Last Upgrade: 53 years (1967)
Remaining Life: 3 years past estimated life

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: Power supply - 2018
Remaining Life: unknown - past due

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
TOTAL FUNDED	**$0**	

Unfunded (2020 - 2024)

Project	Cost	Year
Outdoor Pool, Mechanical, Changerooms	$3,980,000	2021
TOTAL UNFUNDED	**$3,980,000**	

Moose Jaw Cultural Centre

Facility Age: 104 years (Original in 1916 - Major Renovation in 2004)

Structure (Concrete & Steel)

Estimated Life: 75 years
Last Upgrade: 15 years (2004)
Remaining Life: 60 years (2080)

Roofing

Estimated Life: 25 years
Last Upgrade: 15 years (2004)
Remaining Life: 10 years (2030)

Cosmetic (Flooring, Painting & Fixtures)

Estimated Life: 25 years
Last Upgrade: 15 years (2004)
Remaining Life: 10 years (2030)

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: 15 years (2004)
Remaining Life: 10 years (2030)

Windows & Doors

Estimated Life: 35 years
Last Upgrade: 15 years (2004)
Remaining Life: 20 years (2040)

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Cross Connection Protection	$50,000	2022
Cooling System Upgrades	$457,000	2021
TOTAL FUNDED	**$507,000**	

Unfunded (2020 - 2024)

Project	Cost	Year
LED Lighting Upgrades	$80,000	2020
TOTAL UNFUNDED	**$80,000**	

Library & Art Museum

Facility Age: Library - 108 years (1912); Art Museum - 53 years (1967)

Structure (Concrete & Steel)

Estimated Life: 75 years
Last Upgrade: 53 years (1967)
Remaining Life: 22 years (2042)

Roofing

Estimated Life: 25 years
Last Upgrade: 28 years (1992)
Remaining Life: 3 years past estimated life

Cosmetic (Flooring, Painting & Fixtures)

Estimated Life: 25 years
Last Upgrade: 28 years (1992)
Remaining Life: 3 years past estimated life

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: Humidifier - 2019
Remaining Life: 3 years past estimated life

Windows & Doors

Estimated Life: 35 years
Last Upgrade: 28 years (1992)
Remaining Life: Arts Museum windows have 7 years. Older side of Library past estimated life.

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Flooring Replacements	$320,000	2022 - 2023
Consulting - Roof Repairs	$33,000	2023
Cross Connection Protection	$50,000	2023
Roof Repairs	$100,000	2024
Consulting - Window Replacements	$75,000	2024
LED Lighting Upgrades	$120,000	2021
TOTAL FUNDED	**$698,000**	

Unfunded (2020 - 2024)

Project	Cost	Year
Interior Painting and Fixture Replacement	$90,000	2021
Library Window & Door Replacement	$135,000	2024
TOTAL UNFUNDED	**$225,000**	

Additional Comments:

Recommend completing LED Lighting Upgrades and Flooring Replacements a year sooner

City Hall

Facility Age: 108 years (1912)

Structure (Concrete & Steel)

Estimated Life: 75 years
Last Upgrade: 34 years (1986)
Remaining Life: 41 years (2061)

Roofing

Estimated Life: 25 years
Last Upgrade: 4 years (2016 & 2019)
Remaining Life: 21 years (2041)

Cosmetic (Flooring, Painting & Fixtures)

Estimated Life: 25 years
Last Upgrade: 34 years (1986)
Remaining Life: 9 years past estimated life

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: 34 years (1986)
Remaining Life: 9 years past estimated life

Windows & Doors

Estimated Life: 35 years
Last Upgrade: 34 years (1986)
Remaining Life: 1 year (2021)

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Cooling System Upgrades	$757,000	2020
Repointing Exterior Bricks	$120,000	2021-2022
Building Automation System Upgrades	$100,000	2023
Cross Connection Protection	$50,000	2024
TOTAL FUNDED	**$1,027,000**	

Unfunded (2020 - 2024)

Project	Cost	Year
Bell Restoration	$41,300	2020
Boiler Replacement	$230,000	2024
Interior Renovations - Flooring, Paint, Fixtures	$350,000	2020-2024
City Council Chambers Renovations	$15,000	2020
Window & Door Replacement	$210,000	2022-2024
TOTAL UNFUNDED	**$846,300**	

City Complex

Facility Age: Original structure 53 years (1967). Major renovation in 2011.

Structure (Concrete & Steel)

Estimated Life: 75 years
Last Upgrade: 53 years (1967)
Remaining Life: 22 years (2042)

Mechanical & Electrical Systems

Estimated Life: 25 years
Last Upgrade: Scheduled for 2020
Remaining Life: 25 years (2045)

Metal Cladding (Roof & Exterior)

Estimated Life: 40 years
Last Upgrade: 9 years (2011)
Remaining Life: 31 years (2051)

Windows & Doors

Estimated Life: 35 years
Last Upgrade: 9 years (2011)
Remaining Life: 26 years (2046)

Roofing

Estimated Life: 25 years
Last Upgrade: 9 years (2011)
Remaining Life: 16 years (2036)

Cosmetic (Flooring, Painting & Fixtures)

Estimated Life: 25 years
Last Upgrade: 9 years (2011)
Remaining Life: 16 years (2036)

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Cross Connection Protection	$50,000	2022
TOTAL FUNDED	**$50,000**	

Unfunded (2020 - 2024)

Project	Cost	Year
4-Bay Quonset	$120,000	2024
Laundry Facility Upgrades	$20,000	2024
TOTAL UNFUNDED	**$140,000**	

Facilities General

Capital Projects

Funded (2020 - 2024)

Project	Cost	Year
Annual Facilities Reserve Contribution	$190,000	2020-2024
Parks Buildings Accessibility Upgrades	$171,225	2020-2024
Summer Student - Development Technician	$79,000	2021-2024
TOTAL FUNDED	**$440,225**	

Unfunded (2020 - 2024)

Project	Cost	Year
YMCA Building Demolition	$295,500	2020
Scouts Hall-West End Park - Building Demo	$80,600	2020
TOTAL UNFUNDED	**$376,100**	

Wakamow Valley Authority

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Capital Grant Program	$160,118	2020 - 2024			
TOTAL FUNDED	**$160,118**		**TOTAL UNFUNDED**	**$0**	

Crescent Park

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Park Upgrades	$33,000	2020 - 2023	Outdoor Fitness Equipment	$11,200	2020
Serpentine Dredging	$20,000	2020 & 2022	Pathway Repairs	$64,500	2020-2022
TOTAL FUNDED	**$53,000**		**TOTAL UNFUNDED**	**$75,700**	

Additional Comments:

Outdoor fitness equipment has a matching grant opportunity where City would receive $20,000 if matched. Requested funding would be combined with $8,800 donation provided from SSFA 55+ Summer Games Donation.

Cemeteries

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Automated Irrigation System - MJ Cemetery	$78,000	2021	Front Gate Upgrades - Rosedale Cemetery	$10,000	2021
TOTAL FUNDED	**$78,000**		**TOTAL UNFUNDED**	**$10,000**	

Outdoor Sports Fields

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Rosswells Park Grandstand Replacement	$25,000	2020	Purchase Tip & Role Bleachers	$45,000	2024
			Fencing/Dugouts - Blackwell Diamond	$27,600	2022
			Fencing/Dugouts - McCullough Diamonds	$75,000	2023
			Western Dev. Ball Diamond Parking	$60,000	2020
			Memorial Field Upgrades	$142,000	2020-2022
			Ross Wells Lighting Upgrades	$200,000	2021
			MacDonald Athletic Fields Parking Lot	$100,000	2021
TOTAL FUNDED	**$25,000**		**TOTAL UNFUNDED**	**$649,600**	

Outdoor Rinks

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Sunnngdale Park Building - Exterior Siding	$51,000	2021	Outdoor Rink Removal - Admiral Park	$10,000	2021
			Building Replacement - Moose Square	$91,000	2022
TOTAL FUNDED	**$51,000**		**TOTAL UNFUNDED**	**$101,000**	

Playgrounds & Spray Parks

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Clark Gillies Playground Replacement	$105,000	2023	Park Furnishings Replacement Program	$50,000	2022
Moose Square Playground Replacement	$120,000	2023	New Spray Park - Decomission Paddling Pools	$200,000	2022
			Garbage Bin Replacement Program	$50,000	2021-2022
			Playground Fencing Replacements	$30,000	2021
TOTAL FUNDED	**$225,000**		**TOTAL UNFUNDED**	**$330,000**	

Trails & Pathways

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Pathway Repairs & Development	$205,000	2021-2024	Pathway Accessibility Upgrades	$250,000	2020-2024
			Pathway Amenities Replacement Program	$100,000	2020-2024
TOTAL FUNDED	**$205,000**		**TOTAL UNFUNDED**	**$350,000**	

Reforestation

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Reforestation and New Tree Maintenance	$71,000	2020 - 2023			
Boulevard Tree Program	$40,000	2021 & 2023			
TOTAL FUNDED	**$111,000**		**TOTAL UNFUNDED**	**$0**	

Parks & Open Spaces General

Capital Projects

Funded (2020 - 2024)			Unfunded (2020 - 2024)		
Project	**Cost**	**Year**	**Project**	**Cost**	**Year**
Irrigation System Backflow Valves	$50,000	2020 - 2024	Seasonal Washroom Facility - Hamilton Flats	$75,000	2022
Irrigation System Sprinkler Heads	$60,000	2020 - 2024	Hillcrest Park Pickleball/Tennis Courts	$198,600	2020
Park Sign Replacements	$60,000	2020 - 2021	Iron Bridge Irrigation Upgrades	$51,000	2020
Admiral Park Utility Shack	$12,000	2021	Iron Bridge Landscaping Upgrades	$120,000	2021 & 2022
Consulting - Irrigation System Controls	$15,000	2023	Iron Bridge Pathway Lights	$44,500	2020 & 2021
Capital Grant Program Projects	$167,500	2020-2024	Permanent Stand for Bell	$15,000	2020
			Parks & Recreation Master Plan	$55,000	2020
			City Entrance Landscaping Upgrades	$80,000	2021
TOTAL FUNDED	**$364,500**		**TOTAL UNFUNDED**	**$639,100**	

GRAND TOTAL FUNDED PROJECTS: **$5,941,043**
GRAND TOTAL UNFUNDED PROJECTS: **$8,791,800**

Attachment ii

Summary of Recommended Projects

Dressing Room Upgrades – Pla-Mor Palace ($109,000)

The Pla-Mor Palace currently has 4 dressing rooms for each arena. This causes issues when there are both male and female players on the same team as there is no additional dressing room to assign them to. A storage area under the bleachers was converted into a "female dressing room" at the Bert Hunt Arena but does not have benches, ventilation, a washroom, or showers.

Previous capital budgets identified $400,000 to build a new dressing room outside of the existing building structure. The large cost was primarily associated with having to expand the facilities heating, plumbing and ventilation units.

The Department has obtained price quotes to renovate space within the existing building structure that would allow for 200 sq ft dressing rooms to be built at both the Burt Hunt and Wally Boschuk Arenas. The dressing rooms would include LED light fixtures, baseboard heaters, exhaust fans, shower & vanity, rubber flooring and benches.

LED Lighting Conversion – Moose Jaw Cultural Centre ($80,000)

The progression of lighting has reached a point at which facility lighting needs can be served at a much lower cost due to LED technology.

The LED lighting conversion at the Cultural Centre was initially planned to be completed in Phase 2 with the City Hall conversion in 2019. $120,000 was budgeted for both facilities but only ended up being enough to complete City Hall. The Department is requesting that funding be allocated to complete the Cultural Centre in 2020. Since lighting accounts for approximately 50% of a facility's electricity consumption, cost savings are available from the reduced energy consumption estimated at an annual $10,000 - $15,000 per year. This project would also be viewed as a green initiative.

Irrigation Upgrades – Iron Bridge ($51,000)

Irrigation was only installed in select areas of the Municipal Reserve in the Iron Bridge development. It is recommended that the irrigation coverage be expanded so that turf can be properly seeded and maintained in the park area within the residential properties. The lack of irrigation has led to continuous weed control issues and has not allowed the turf in the area to properly develop.

Parks and Recreation Master Plan ($55,000)

The Parks and Recreation Department currently does not have any formally adopted Master Plans and/or Strategies. The last plan adopted by the Department was the 1976 Parks and Recreation Master Plan.

Master Plans are tools used by municipalities to guide future development in key areas. They are generally adopted for 10 to 20-year periods with annual reporting on the outcomes and regular feedback from the community through public surveys and meetings. Municipalities typically engage an external consultant to assist with the development of these plans as they have the expertise and resources to conduct community engagement, provide links to provincial and national initiatives and deliver professional formatting. It is also beneficial to have an external viewpoint from professionals that have worked with many other organizations. The typical timeframe for a consultant to complete a master plan is 9 to 12 months.

The Parks and Recreation Master Plan would:

- Engage the public and user groups through public meetings and surveys.
- Establish the community need for recreational facilities, parks and open spaces and recreational programs based upon the public and user group input.
- Review existing recreational programs and provide recommendations for the future direction of the role of the Parks and Recreation Department.
- Review existing facilities and park spaces to determine current and future community requirements.
- Prioritize the current upgrades and future development of recreation facilities based on public feedback.

By completing a Parks & Recreation Master Plan, the City will adopt a clear vision for the delivery of parks and recreation services in the City of Moose Jaw. It is anticipated that the Plan will provide clear recommendations when it comes to service delivery, programming, infrastructure, and finances.

City of
Moose Jaw

COMMUNICATION # CC-2019-0251

TITLE: **Slumping Strategy**

TO: **City Council**

FROM: **Engineering Department**

DATE: **November 21, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT the City engage an expert consultant to evaluate slumping areas and formulate a plan for the City on how to manage these areas consistent with best practice; and,

THAT an estimated cost of $110,000 be partially funded from the former Flood Reserve. of $68,095 with the remaining $ 41,905 being funded by the general fund.

TOPIC AND PURPOSE

The purpose of this report is to request funding to develop a plan to manage slumping areas in the City.

BACKGROUND

The City has slump zoning along the river valley area. This zoning has been in place for some time and serves as an information tool to ensure citizens are aware of the risk. Over time best practices for municipalities have changed with regard to due-diligence on the oversight, management and communication of slumping areas. The intent of this is to update the City's management approach.

Efforts have been made over the last year to monitor the slumping areas. These include regular photographs of the areas to monitor for movement and the edge of the slumping areas has been surveyed.

The City is aware of four (4) active slumping areas that movement is being monitored. See Attachment i.

DISCUSSION

Slumping can cause safety and protection of property issued and concerns.

The goal of the plan is to create determine potential courses of action to manage the risk and optimize any potential investment. And to ensure that any action that is taken is consistent with the plan and are in line with best practice.

OPTIONS TO RECOMMENDATION

Status quo – leave existing monitoring in place.

Other direction of City Council.

FINANCIAL IMPLICATIONS

A one-time Capital cost of $110,000 would be required. Any significant potential costs would be identified in the report and subject to further City Council approval.

PRESENTATION

VERBAL: Mr. Josh Mickleborough, Director of Engineering Services, will provide a brief overview of this report.

ATTACHMENTS

i. Map of Slump Areas

REPORT APPROVAL

Written by: Josh Mickleborough, Director of Engineering Services
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Budget Initiative - Slumping - CC-2019-0251.docx
Attachments:	- Slump map.docx
Final Approval Date:	Nov 27, 2019

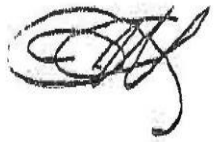
This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Tracy Wittke was completed by delegate Myron Gulka-Tiechko

Tracy Wittke

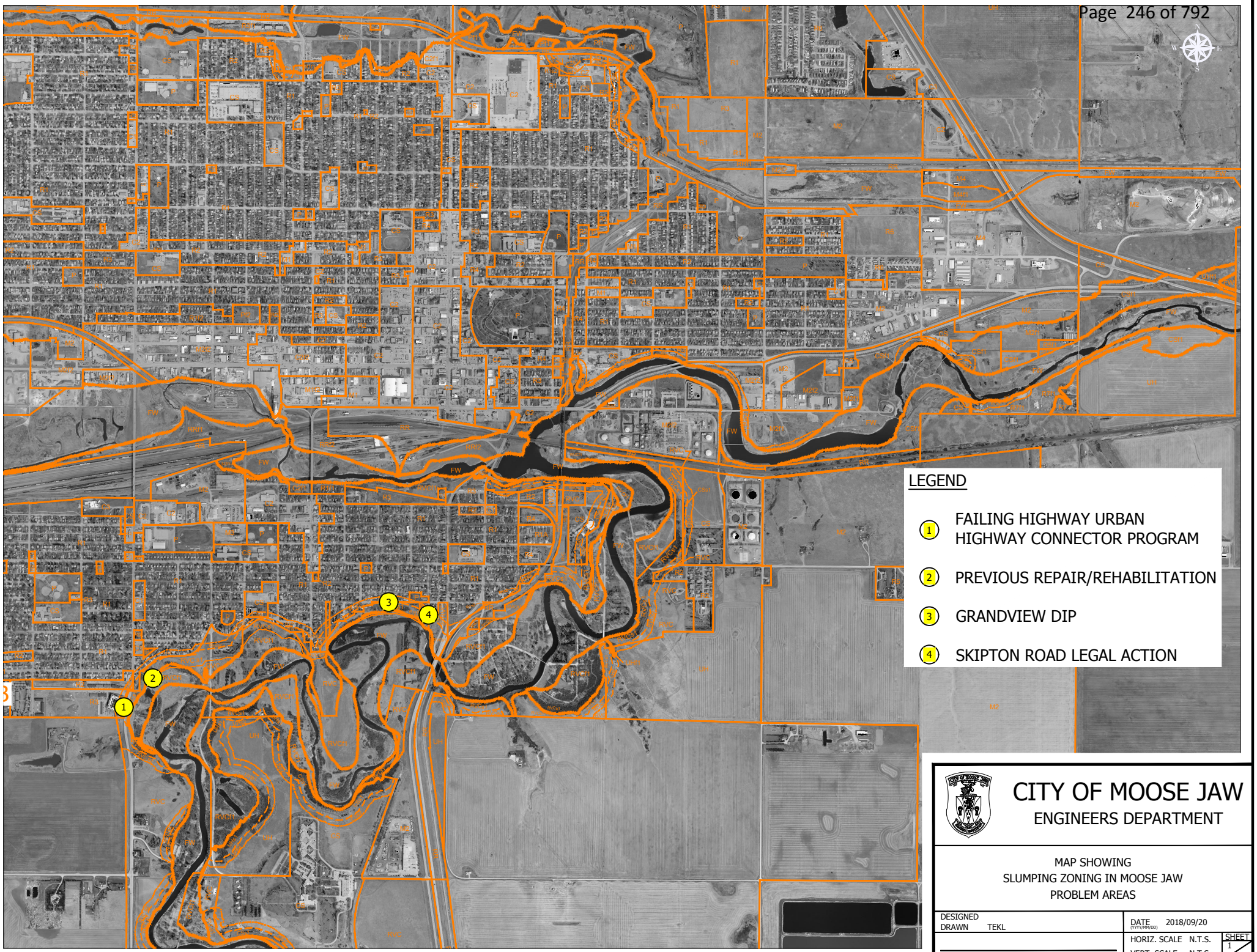
No Signature - Task assigned to Tracy Wittke was completed by workflow administrator Jim Puffalt

Tracy Wittke



Jim Puffalt

Fraser Tolmie



CITY OF MOOSE JAW

ENGINEERS DEPARTMENT

MAP SHOWING
SLUMPING ZONING IN MOOSE JAW
PROBLEM AREAS

DESIGNED		DATE (YYYY/MM/DD)	2018/09/20
DRAWN	TEKL		
APPROVED BY	CITY ENGINEER	HORIZ. SCALE	N.T.S.
		VERT. SCALE	N.T.S.
		SHEET	1 / 1

City of
Moose Jaw

COMMUNICATION # CC-2019-0250

TITLE: **Request to Proceed with Construction of the New Fluoridation System WW16 BPWTP Water Supply Transmission Line Project – Phase II**

TO: **Special City Council**

FROM: **Department of Engineering Services**

DATE: **November 22, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT City Council approve construction of the new Fluoridation System at the Buffalo Pound Water Treatment Plant (BPWTP) and Northeast Reservoir (NER) influent line including tie ins and increase the 2020 capital budget to $2,300,000.

TOPIC AND PURPOSE

The purpose of this report is to obtain approval for the additional cost to proceed with construction of the new Fluoridation System and NER influent line including tie ins.

BACKGROUND

The City retained Stantec Consulting Ltd. as the engineering consultant for this project. The project has two phases: 1) The Pipeline Construction and 2) The Pumps & Electrical Upgrades. This phasing is based on BPWTP current improvements and upgrades to their electrical systems that will also house the City's pumps and electrical system. This work at BPWTP was completed this spring of 2019 and therefore, Phase II – Pumps & Electrical Upgrades construction can be carried out.

Construction of Phase I began on November 30, 2017 and was substantially completed on December 4, 2018 after a successful pressure test of 750 mm diameter, 19 kilometres long PVC pipe with 17 trenchless crossings.

The NER pumphouse and influent line were constructed and commissioned in 1982. Replacement of this line was not considered during preliminary design in 2011 due to its current service life at that time. The plan was to carry out an assessment to determine the condition of the steel line. Assessment ranges from $25k to $50k depending on the extent of work, which partially covers the replacement cost. Upon further review of methodology and associated cost, it was concluded to not undertake this assessment.

The City Council, at its regular meeting held dated April 22, 2019 approved to complete the detailed design of a fluoridation system to replace the old fluoridation system, which has exceeded its service life. The existing fluoride system had experienced several mechanical and hardware issues. It is currently out of service because replacement parts are difficult to obtain and/or obsolete.

DISCUSSION

This report addresses two issues related to the Buffalo Pound Transmission Line Project – Phase II – Pumps and Electrical Upgrades.

1. Fluoride system – replacement of an existing system. This was not previously budgeted and not part of the original scope. It is recommended to be included due to failure of the existing system.

2. Influent tie in at the Northeast reservoir – replacing existing tie in line. This was not previously included in the budget and was not part of the original scope. It is now recommended to be included as the line is reaching the end of its expected life and would be the only section of the transmission line not replaced, and a contractor will be doing tie in work at the plant.

These items require additional budget, the overall budget impact is outlined in this report. Both items are being considered to be included as part of the Phase II – Pumps and Electrical Upgrades tender package, scheduled for tender this year.

Fluoride system
The current system has failed and is no longer operational. The regulatory permit to operate includes fluoridation of our water at the BPWTP. Council approved design of the replacement system and design of the fluoride system is now complete. A letter from Saskatchewan Health Authority was received by the Department of Engineering Services in support for community water fluoridation. The letter states "*that many governments and health organizations in Canada support the fluoridation of drinking water as an important public health measure to prevent tooth decay. Community water fluoridation remains a safe, cost-effective and equitable public health practice and an important tool in protecting and maintaining health and well-being of Canadians.*" The advantages and benefits are also stated in this letter. See Attachment i.

Influent tie in at Northeast reservoir
This is the replacement of the section of line from the new transmission line to the Northeast reservoir. It includes a new Flow Control Valve (FCV), 160m of pipe and an access for maintenance

Replacement the NER influent line is recommended based on the following factors:

1. Age – the line is approaching 38 years of its service life.
2. Swabbing structures – no pig launch and retrieval.
3. Maintenance, serviceability and operations.
4. Appropriate sizing and optimum capacity.

Under normal conditions, a steel water pipe service life span is about 20 to 50 years. For steel water pipes, it is recommended to carry out swabbing as a preventive measure to maintain and prolong its service life. Not having these structures will expedite the deterioration of its condition.

In addition, the new influent line is designed to accommodate future expansions of the reservoir. A reservoir expansion is one of the recommendations stated in Associated Engineering's *Potable Water Storage and Pumping Facilities Conceptual Study* dated August 2018 to meet current capacity requirements of two times average day demand (short term) and to meet projected demand for a population of 45,000 (long term). The replacement of NER influent line will complete the renewal of the entire transmission line, which will ensure a safe and reliable supply of potable water.

With the construction contract for Phase II scheduled to be committed in January 2020, it is recommended the full amount be available to proceed with the construction and complete the project in its entirety.

The total estimated cost of the entire project is summarized below:

	Description	Subtotal	10% Contingency	PST (6%)	Total
	Engineering Services - Stantec	$ 1,976,520.96	$ -	$ -	$ 1,976,520.96
Phase I	Pipeline Contract - Hamm	$ 17,090,020.65	$ -	$ 1,025,401.24	$ 18,115,421.89
	Land Management Services (TWS, Crop Loss, Easement, land reinstatement & others)	$ 269,880.11	$ -	$ 4,235.57	$ 274,115.68
Phase II	Pumps Upgrades**	$ 3,230,000.00	$ 323,000.00	$ 213,180.00	$ 3,766,180.00
	BPWTP Tie Ins**	$ 1,100,000.00	$ 110,000.00	$ 72,600.00	$ 1,282,600.00
	HSR Tie Ins**	$ 780,000.00	$ 78,000.00	$ 51,480.00	$ 909,480.00
	NER Tie Ins**	$ 860,000.00	$ 86,000.00	$ 56,760.00	$ 1,002,760.00
	Fluorosilicic Acid System**	$ 1,030,000.00	$ 103,000.00	$ 67,980.00	$ 1,200,980.00
	TOTAL	$ 26,336,421.72	$ 700,000.00	$ 1,491,636.81	$ 28,528,058.53

** Class 2 estimate with -10% to +15% accuracy range.

Current: 2019-2023 Capital Budget

Budget allocated	2018 CF	2019	2020	2021	2022	2023	Total
	$ 3,659,694	$ 3,500,000	$ 100,000	$ 0	$ 0	$ 0	$ 7,259,694

Proposed: 2020-2024 Capital Budget

Phase II	2019 CF	2020	2021	2022	2023	2024	Total
	$ 6,100,000	$ 2,300,000	$0	$ 0	$ 0	$ 0	$ 8,400,000

Market conditions will determine the final construction costs.

OPTIONS TO RECOMMENDATION

1. Reject this report and not replace the Fluoridation System at Buffalo Pound Water Treatment Plant and the influent line at Northeast Reservoir, and direct Administration to make changes to the City's permit to operate with the provincial regulator.
2. Other City Council direction to proceed with one or the other of the fluoride systems or influent line at the Northeast Reservoir.

OTHER CONSIDERATIONS/IMPLICATIONS

There is no policy or privacy implications, official community plan implementation strategies or other considerations.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy is not required.

PRESENTATION

VERBAL: Administration from the Department of Engineering Services will provide a verbal overview of the report.

ATTACHMENT

i. Saskatchewan Health Authority – Position Statement on Community Water Fluoridation dated April 16, 2019.

REPORT APPROVAL

Written by: Mark Caringal, Engineering Technologist
Reviewed by: Josh Mickleborough, Director of Engineering Services
Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	WW16 Transmission Line - Phase II Fluoridation System and Northeast Reservoir Influent - CC-2019-0250.docx
Attachments:	- Attachment i - Letter Public Health Services - Water Fluoridation.pdf
Final Approval Date:	Nov 27, 2019

This report and all of its attachments were approved and signed as outlined below:

Josh Mickleborough

Tracy Wittke

Jim Puffalt

Fraser Tolmie

ATTACHMENT i

Public Health Services
107-110 Ominica St. W.
Moose Jaw, SK S6H 6V2
P: 306-691-1500 | F: 306-691-1523

April 16, 2019

To: Mr. Mark Caringal
Engineering Technologist
City of Moose Jaw

Position statement on Community Water Fluoridation

Good oral health is essential to our overall health and well-being. In fact, tooth decay is one of the most common and widespread chronic diseases in Canada and worldwide.
Community water fluoridation is an important and often overlooked public health measure that has contributed over the last 70 years to the health of Canadians by preventing tooth decay and thereby improving oral health.

Fluoride is a mineral found naturally in almost all water sources, and in small amounts in food and soil. Fluoride helps to prevent tooth decay by strengthening the enamel layer and making teeth more resistant to acid attacks from plaque bacteria and sugars in the mouth. Water fluoridation is the process of adjusting the level of fluoride in the water to provide optimal dental health benefits.

The big advantage of community water fluoridation is that it benefits all residents in a community, regardless of age, socioeconomic status, education, oral hygiene practices, employment or access to routine dental care, making it a truly equitable public health practice. Canadian and international studies agree that properly fluoridated water is safe. High levels of ingested fluoride may cause dental fluorosis, which causes white specks to appear on the teeth and is usually unnoticeable. There is no scientific evidence to suggest that children should avoid drinking fluoridated water at the accepted levels in Canadian drinking water.

Many governments and health organizations, including the Public Health Agency of Canada, Health Canada, the Canadian Public Health Association, the Canadian Dental Association, the Canadian Medical Association and the World Health Organization support the fluoridation of drinking water as an important public health measure to prevent tooth decay.

Community Water Fluoridation remains a safe, cost-effective and equitable public health practice and an important tool in protecting and maintaining the health and well-being of Canadians. Public Health strongly supports the Public Health Agency of Canada in promoting Community Water Fluoridation.

Dr. Mark Vooght
Medical Health Officer
SHA
Moose Jaw

City of
Moose Jaw

COMMUNICATION # CC-2019-0245

TITLE: **2020 Investment Portfolio Drawdown**

TO: **City Council**

FROM: **Department of Financial Services**

DATE: **November 18, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT City Council approve the drawdown of the investment portfolio in the amount of $3,067,341 for 2020.

TOPIC AND PURPOSE

The purpose of this report is to provide an outline of the proposed 2020 drawdown of Investment funds for use in the City's 2020 Budgets.

BACKGROUND

The City of Moose Jaw has approximately $100 million dollars managed by professional portfolio managers. The expected returns of the City's Long Term Investment Portfolio is 6%; the expected return of the Moderate Term Investment Portfolio is 4.25%; Inflation is estimated to be 2%.

The City utilizes the investment income from these invested funds to fund a variety of programs and services. As a result, it is necessary each year to estimate the required drawdowns and incorporate them in the proposed budgets.

The drawdown of funds is subject to City Council approval as outlined in the Investment Committee Bylaw No. 5558:

> "5(7) Annually determine the sustainable amount of Investment Portfolio funds that will be drawn down to support City Operations and submit this recommendation to City Council for approval."

DISCUSSION

The City of Moose Jaw utilizes investment earnings to provide funding for a variety of programs and services. The chart below outlines the 2020 proposed drawdown of those investment earnings:

	Estimated 2019 Balance	Drawdowns	Estimated Drawdown
Long Term Funds			
Capital Expenditure Fund Equity	$ 37,661,167	Investment Earnings in excess of inflation - 4%	$ 1,506,447
Equipment Reserve Fund LT Portion	$ 20,000,000	Reinvest	$ -
Portion of Land Development Funds	$ 10,974,417	All Investment Earnings - 6%	$ 658,465
Snowbird's Scholarship Fund	$ 9,643	75% of Investment Earnings - 75% of 6%	$ 434
Columbarium Perpetual Care	$ 92,677	Periodic - reinvest	$ -
Perpetual Care Fund	$ 2,164,435	Investment Earnings - 6%	$ 130,000
Total Funds	$ 70,902,339		
Medium Term Funds			
Cemetery Deferred Revenue Fund	$ 1,270,092	Periodic - 4.25%	$ 53,979
Housing Reserve	$ 1,006,590	Annual Investment earnings after inflation - 2.25%	$ 22,648
Police Accumulated Surplus	$ 1,268,507	Periodic - reinvest	$ -
City Accumulated Surplus	$ 1,626,465	Currently overdrawn - Target 5% Op Budget - reinvest	$ -
Landfill Closure	$ 9,767,239	Utilized when landfill closes 2021 to 2061 - reinvest	$ -
Mosaic Place & Yara Centre	$ 557,127	Utilized for major expense - reinvest	$ -
Supp Pension Reserve	$ 2,431	Paid out when employees leave City - reinvest	$ -
Outdoor Columbarium Reserve	$ 49,512	Periodically to fund new niches - $20,000 drawdown	$ 20,000
Crematorium Bld reserve	$ 126,493	Periodic - reinvest	$ -
Emp Disability and Death fund	$ 1,113,925	reinvest	$ -
Contaminated Site Reserve	$ 235,293	reinvest	$ -
Portion of Land Dev funds	$ 10,974,147	Drawdown $161,300 SE Industrial Subdivision; 4.25% remaining balance	$ 620,846
Other Funds held in Trust	$ 407,220	drawdown investment earnings of 4.25%	$ 17,307
Parking Reserve	$ 1,654,035	Annual Investment earnings after inflation - 2.25%	$ 37,215
	$ 30,059,076		$ 3,067,341

The funds indicated for drawdowns will be utilized in the City's budgets to fund programs and services. For example, $2,610,000 of earnings from Capital Expenditure Fund Equity and Land Development Funds is utilized in the General Capital budget to fund Transportation and Parks & Recreation capital projects. Likewise, $130,000 in earnings on Perpetual Care funds is utilized in the General Operating Budget to fund cemetery maintenance.

Any shortfalls arising from the 2020 drawdowns will be adjusted for in the 2021 drawdown request. So, if investment portfolio performance does not meet the targeted amounts, then the adjustment will be made in the next budget drawdown. These proposed drawdowns have been discussed with the City's Investment Committee.

OPTIONS TO RECOMMENDATION

- City Council provide alternative direction.

STRATEGIC PLAN

A sound Investment Policy supports the City's Strategic Plan by providing an ongoing renewable source of funding for the objectives and actions of that plan.

FINANCIAL IMPLICATIONS

The drawdown of investment earnings will allow the City to provide funding for a number of Operating and Capital programs contained in the 2020 budget.

PRESENTATION

VERBAL: Mr. Brian Acker, Director of Financial Services, will provide a verbal overview of the report.

REPORT APPROVAL

Written by: Brian Acker, B.Comm., CPA, CMA, Director of Financial Services
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	2020 Investment Portfolio Drawdown - CC-2019-0245.docx
Attachments:	
Final Approval Date:	Nov 22, 2019

This report and all of its attachments were approved and signed as outlined below:

No Signature - Task assigned to Tracy Wittke was completed by assistant Maureen Latta

Tracy Wittke

Jim Puffalt

Fraser Tolmie

City of
Moose Jaw

COMMUNICATION # CC-2019-0234

TITLE: **Moose Jaw Board of Police Commissioners & Moose Jaw Police Service 2020 Budget Submission**

TO: **City Council**

FROM: **Board of Police Commissioners**

DATE: **November 6, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

1. THAT representatives of the Moose Jaw Police Service be allowed to present to City Council the Moose Jaw Police Service 2020 Operating and Capital Budget estimates in accordance with section 33 of *The Police Act, 1990*.

2. THAT this communication be referred to Budget deliberations.

TOPIC AND PURPOSE

The purpose of Communication #2019-0234 is to transmit the 2020 Operating Budget estimates and funding request of the Moose Jaw Police Service.

BACKGROUND

Pursuant to *The Police Act, 1990*, the Moose Jaw Board of Police Commissioners is responsible for overseeing the operations of the Moose Jaw Police Service, including the preparation of its annual budget. On the other hand, City Council is responsible, in its discretion, for providing the monies with which to fund the City's police force. Thus, while City Council decides how much funding will be allocated for policing, the Board decides how those monies will be spent.

In accordance with *The Police Act, 1990*, the Provincial Government delegated has made compulsory the establishment of a Board of Police Commissioners where the municipality has a population in excess of 5,000. The Moose Jaw Board of Police Commissioners is the governing body of the Moose Jaw Police Service. Pursuant to provincial legislation, the Board is invested with special statutory powers and is independent of the municipal Council, with one exception; the Board of Police Commissioners is dependent upon City Council for funding.

Section 33, of The Police Act, 1990, provides in part, as follows:

33 (1) On or before a day set by bylaw, a board shall submit to the council, for the council's approval, the board's estimates of all moneys the board requires for the next fiscal year for the board and police service.

(2) Where the council does not approve the estimate submitted by the board, the council shall immediately cause the estimates to be returned to the board, together with the council's reasons for not approving the estimates.

(3) Where the estimates are returned pursuant to subsection (2), the board shall submit revised estimates to the council for the council's approval.

(4) If the council does not approve the revised estimates submitted pursuant to subsection (3), the council shall determine the gross amount of the estimates, and the council's determination is final.

Finally, members of City Council will be reminded that although City Council, as the body responsible for raising revenues, has the ultimate authority to determine the level of funding and, thus, the level of policing which will be provided to the citizens of Moose Jaw, City Council does not have an entirely free hand. All municipalities are required to ensure that a certain standard of policing is maintained. Specifically, section 25 of *The Police Act, 1990* provides as follows:

25 A municipality:

(a) is responsible for maintenance of law and order within its boundaries;

(b) shall provide policing services to maintain a reasonable standard of law enforcement; and

(c) shall provide adequate and reasonable facilities required for the policing services mentioned in clause (b).

DISCUSSION

The Moose Jaw Board of Police Commissioners considered the attached report dated October 16, 2019 respecting the 2020 Operating Budget of the Moose Jaw Police Service/Board of Police Commissioners at the Board's public meeting held October 16, 2019. The following resolution was adopted:

"THAT the Board of Police Commissioners approve the 2020 Operating Budget with estimated expenditures of $11,507,162 less anticipated revenues of $1,377,599 resulting in a net 2020 Operating Budget of $10,129,563, which reflects an increase of $319,916 or 3.26% and submit same to City Council for consideration."

In addition, the Board of Police Commissioners is requesting $110,000 be directed to the Police Service from the Traffic Safety Reserve which is funded from net proceeds from the Automated Speed Enforcement program.
The Board of Police Commissioners is also requesting $67,500 in capital funding in 2020.

OPTIONS TO RECOMMENDATION

City Council has the following options in accordance with The Police Act, 1990 (in no particular order of priority).

1. Approve the Moose Jaw Police Service 2020 Operating and Capital Budget estimates and funding request as submitted by the Moose Jaw Board of Police Commissioners in the net amount of $10,129,563; $110,000 in Traffic Safety Reserve funding and $67,500 in Capital funding

2. Decline to approve the estimates for the 2020 Operating Budget as submitted by the Moose Jaw Board of Police Commissioners and return same to the Board, together with City Council's reasons for not approving the estimates.

FINANCIAL IMPLICATIONS

The Moose Jaw Police Service 2020 Operating Budget (net budget totals) is $10,129,563, which reflects an increase of $319,916 or 3.26%.

A contribution of $110,000 from the Traffic Safety Reserve.

Capital Funding of $67,500.

PRESENTATION

VERBAL: Members of the Board of Police Commissioners and Moose Jaw Police Service will be in attendance at the meeting to provide a brief overview of the 2020 Operating Budget submission.

ATTACHMENTS

i. Moose Jaw Board of Police Commissioners/Moose Jaw Police Service 2020 Operating Budget Presentation.

ii. Moose Jaw Board of Police Commissioners/Moose Jaw Police Service 2020-2024 Capital Budget.

REPORT APPROVAL

Written by: Tracy Wittke, Assistant City Clerk
Approved by: Myron Gulka-Tiechko, City Clerk/Solicitor
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Board of Police Commissioners Moose Jaw Police Service 2020 Budget Submission - -2019-0234.docx
Attachments:	- MJPS 2020 Operating Budget.pdf - MJPS 2020-2024 Capital Budget.pdf
Final Approval Date:	Nov 12, 2019

This report and all of its attachments were approved and signed as outlined below:

Myron Gulka-Tiechko

Jim Puffalt

Fraser Tolmie

REPORT TO BOARD OF POLICE COMMISSIONERS

TITLE: **Moose Jaw Board of Police Commissioners / Moose Jaw Police Service 2020 Operating Budget Presentation**

DATE: 16 October 2019

PUBLIC: **This is a Public Document**

IN-CAMERA: N/A

RECOMMENDATION

It is recommended that the Board of Police Commissioners:

Approve the 2020 Police Service operating budget with estimated expenditures of $11,507,162 less anticipated revenues of $1,377,599 resulting in a net 2020 operating budget of $10,129,563, which reflects an increase of $319,916 or 3.26%.and submit same to the council.

BACKGROUND:

The Moose Jaw Police Service prepares an operating budget for the Board of Police Commissioners annually.

The Police Act, 1990, legislates the budget approval process between the board and the council.

33(1) On or before a day set by bylaw, a board shall submit to the council, for the council's approval, the board's estimates of all moneys the board requires for the next fiscal year for the board and police service.

(2) Where the council does not approve the estimates submitted by the board, the council shall immediately cause the estimates to be returned to the board together with the council's reasons for not approving the estimates.

(3) Where the estimates are returned pursuant to subsection (2), the board shall submit revised estimates to the council for the council's approval.

(4) If the council does not approve the revised estimates submitted pursuant to subsection (3), the council shall determine the gross amount of the estimates, and the council's determination is final.

(5) When the council has:
(a) approved the estimates; or

(b) determined the gross amount of the estimates;

The board shall submit a copy of the estimates to the commission.

The 2020 budget has been prepared in accordance with the Police Service's strategic direction and based on its core values of 'Integrity, Vision, Community'. It proposes a 3.26% increase in the net police service budget, which incorporates a previous addition in 2019 of two provincially-funded police officers to assume additional responsibilities and increase effectiveness in maintaining public safety in the Moose Jaw area.

This budget also supports an increase in the Service's authorized strength from 57 to 58 police officers in 2020. The business case for an Immediate Priority Officer position is attached. .

The Strategic Priorities of the Moose Jaw Police Service:

The Moose Jaw Police Service is committed to meeting the priorities of our community through a service delivery model that is effective and efficient. We work to keep Moose Jaw a safe, harmonious and inclusive community.

With an authorized strength of 57 police officers, 19 full-time support staff, 5 full-time Corps of Commissionaire positions, and 10 Victims Services volunteers, the Moose Jaw Police Service continues to provide policing services to residents, businesses and visitors in the City of Moose Jaw.

Our statutory responsibilities include:

- the preservation of peace;
- the prevention of crime and offences against the laws in force in the municipality;
- the apprehension of criminals, offenders and others who may lawfully be taken into custody;
- traffic safety and enforcement;
- mental health intervention;
- addiction intervention;
- child protection;
- domestic violence intervention;
- alcohol intervention;
- victims of crime support;
- motor vehicle collision investigation.

In order to meet the requirements of prevention and community safety, our mandate includes working collaboratively to reduce environmental, social and behavioural factors that are conducive to crime and disorder. Consistent with the *Community Safety and Wellbeing* framework, we have a leadership role in the Hub, which brings agencies together to address complex problems that affect our community's safety, and in the Community Based Coalition, which provides strategic direction to our region's community building. Our participation with these groups provides the framework for our collaborative preventative work.

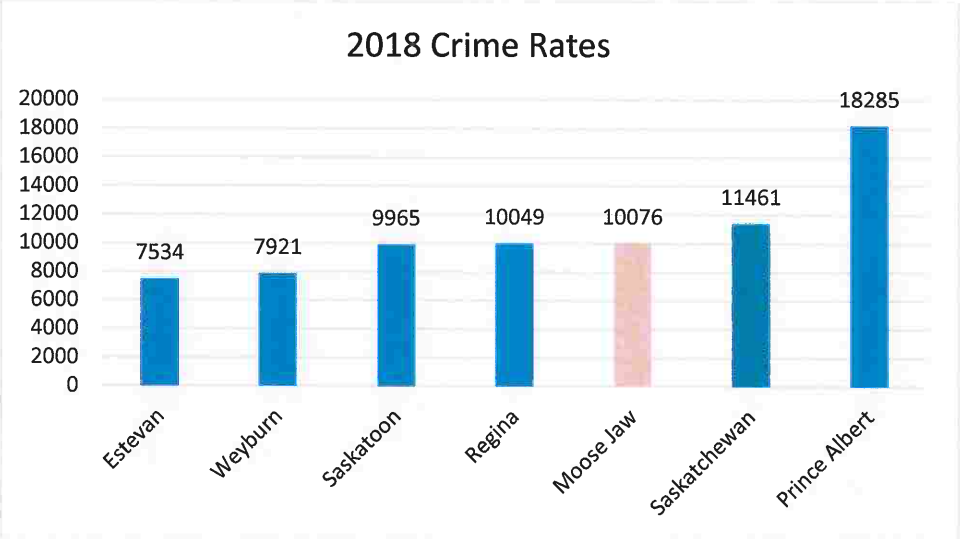
Operationally, we work closely with other police services to share intelligence and conduct joint investigations into criminal activity that affects not only Moose Jaw residents, but also residents of our region, province and country: criminal activity is not constrained by jurisdictional boundaries; effective police responses must be cross-jurisdictional to enhance safety within our community.

DISCUSSION

OUR ENVIRONMENT

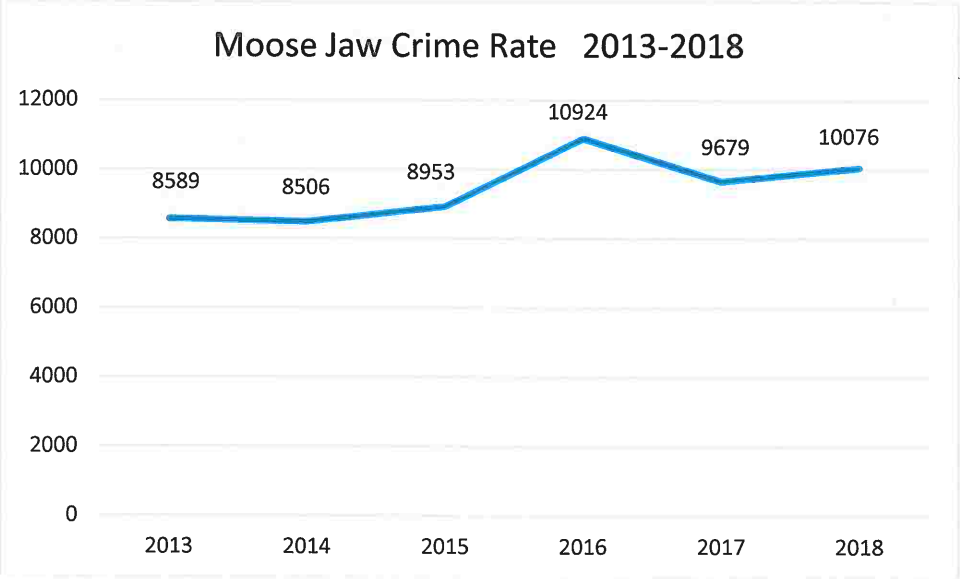
Much of the data used to evaluate policing relate to reported crime. The Canadian Centre for Justice Statistics provides comparative data for police services in July of each year: the data for 2018 are the most recent figures available.

Moose Jaw's crime rate was below the provincial average in 2018, but higher than that of Saskatoon, Regina, Weyburn and Estevan.



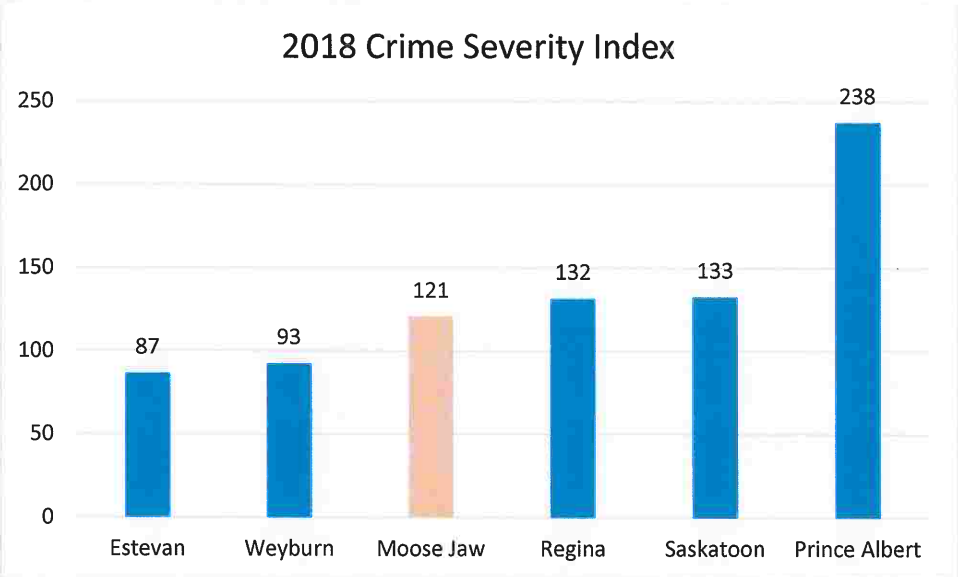
Statistics Canada. Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan

Moose Jaw's crime rate has increased from 2013 to 2018, reflecting similar provincial and national patterns.



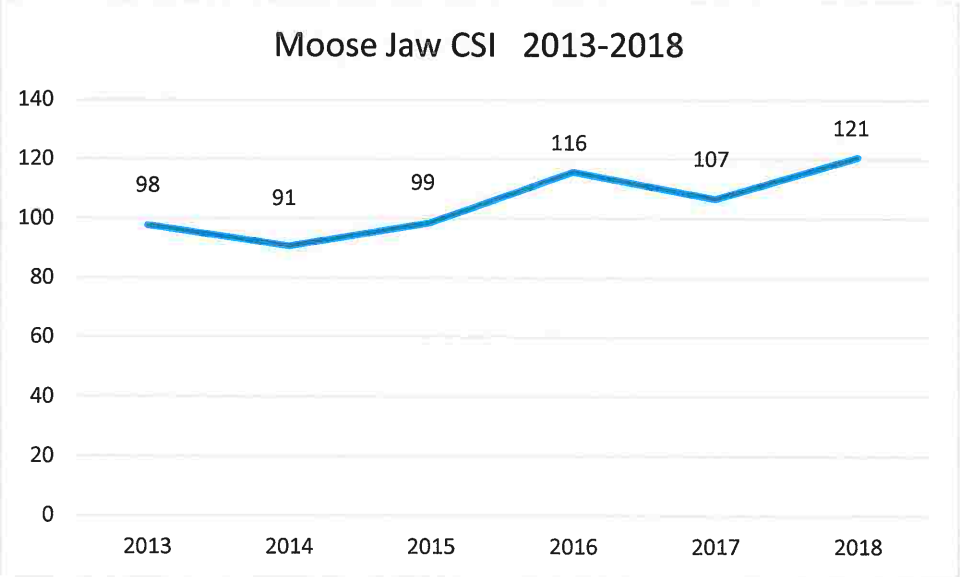
Statistics Canada. Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan

The Crime Severity Index (CSI) provides weights to different types of crime. The more serious the crime, the greater it is weighted. Moose Jaw's CSI is consistent with that of Regina and Saskatoon.



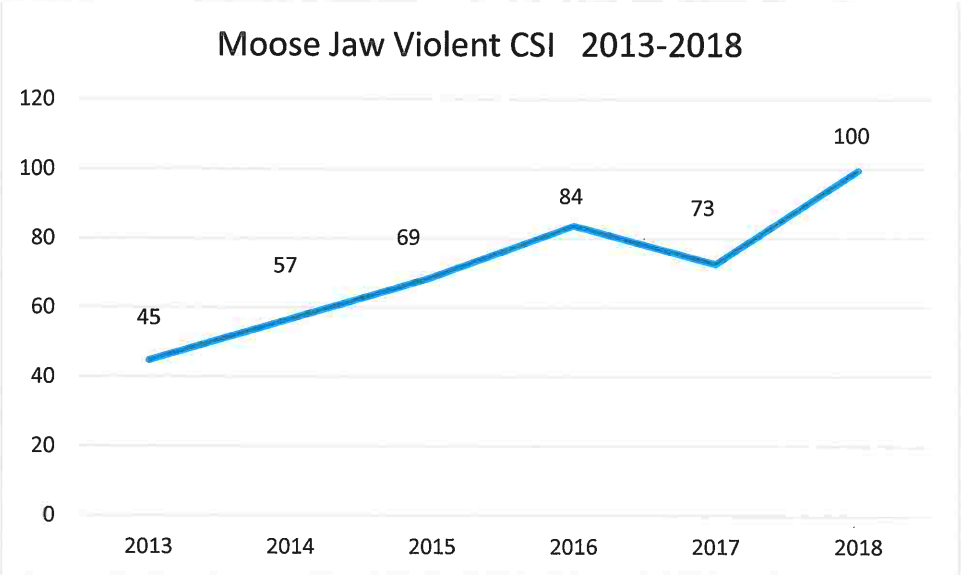
Statistics Canada. Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan

Since 2013, Moose Jaw's CSI has increased.



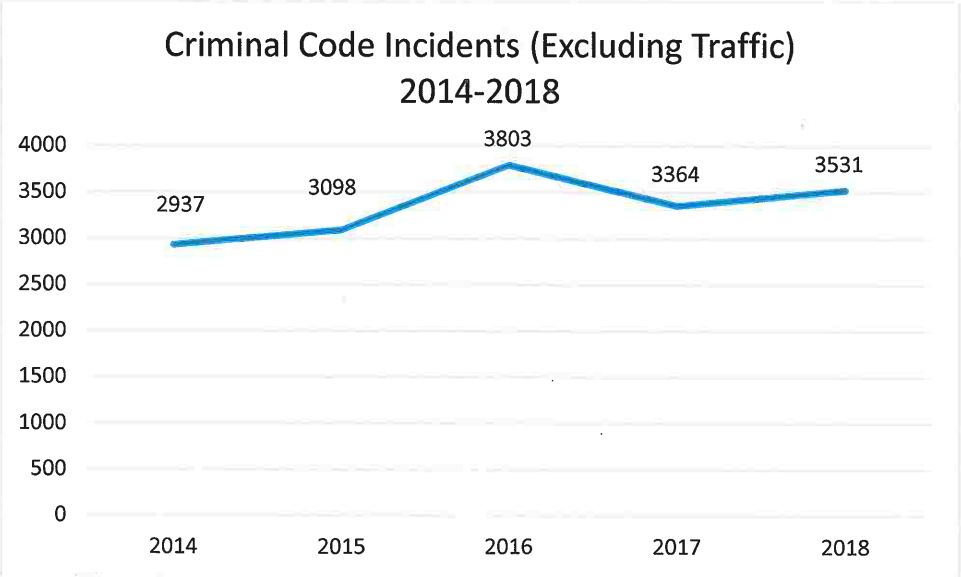
Statistics Canada. Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan

This increase in the CSI reflects an increase in the Violent Crime Severity Index. The Violent CSI has increased 122% since 2013, reflecting increases in robberies, assaults and other crimes against the person.



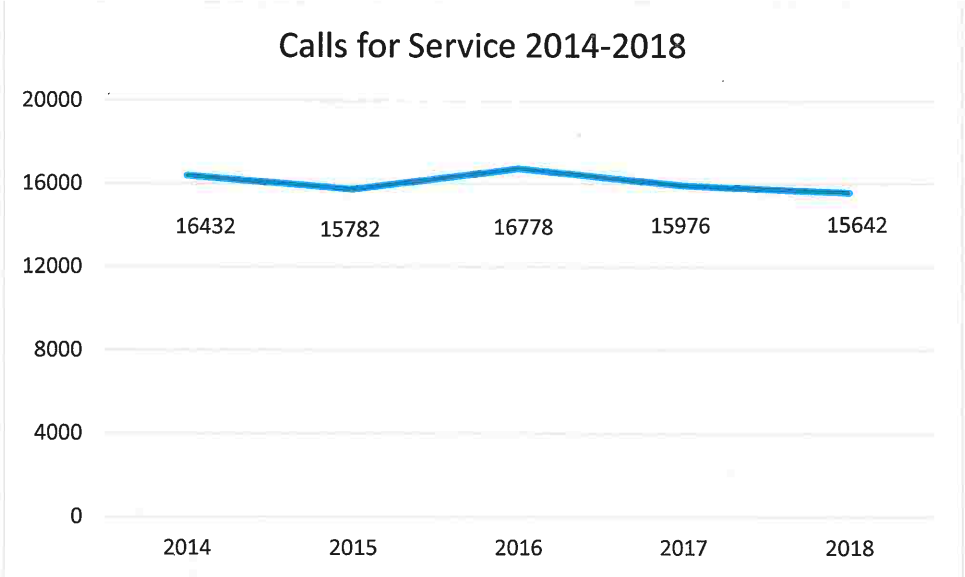
Statistics Canada. Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan

The number of reported crimes increased in 2018. Although crime response accounts for roughly one-quarter of police calls for service, many of these crime-related calls require significant subsequent investigation and court preparation, which are complex, time-consuming and circumscribed by legislated and constitutional requirements. All investigations resulting in charges require exhaustive reporting and disclosure. Investigative, records management and court support personnel provide these mandatory services.



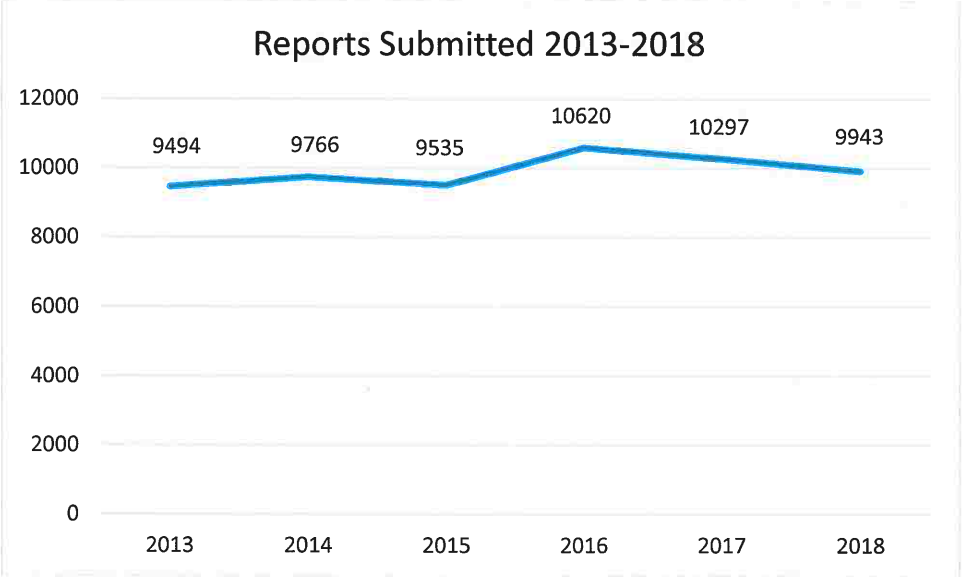
Statistics Canada. Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan

Calls for Service, which are incidents to which a police officer is dispatched, remain consistent year to year.



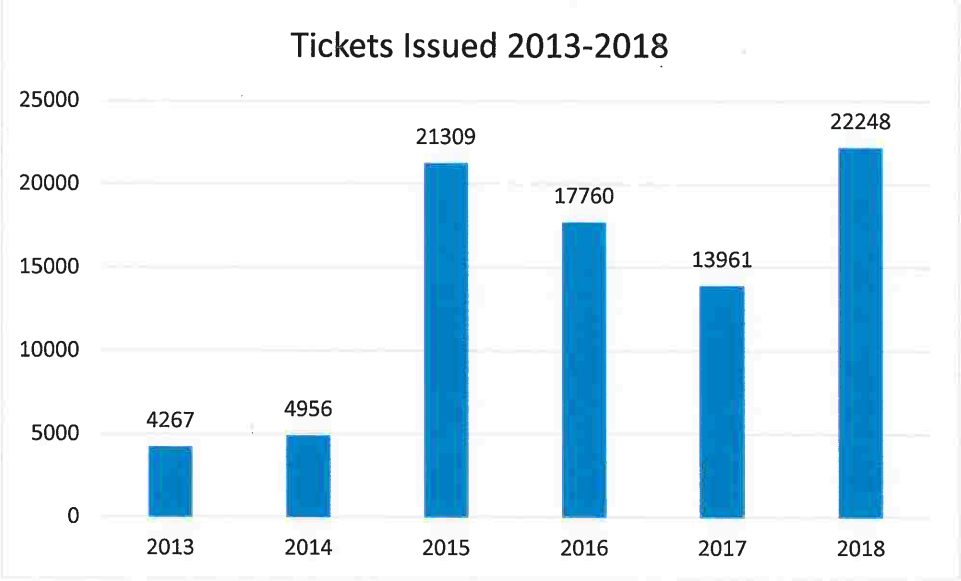
MJPS Versaterm Records

Although response to crime is a priority, other responses are essential elements of crime prevention and are documented in police reports. The majority of calls for service relate to situations of social disorder that, if not properly addressed, can lead to criminal activities. These calls often include responses to mental health, alcohol, drug, addictions, domestic dispute, traffic, child protection, and other disruptive situations. Reflecting this, the number of submitted reports submitted continues to be higher than the number of criminal incidents.



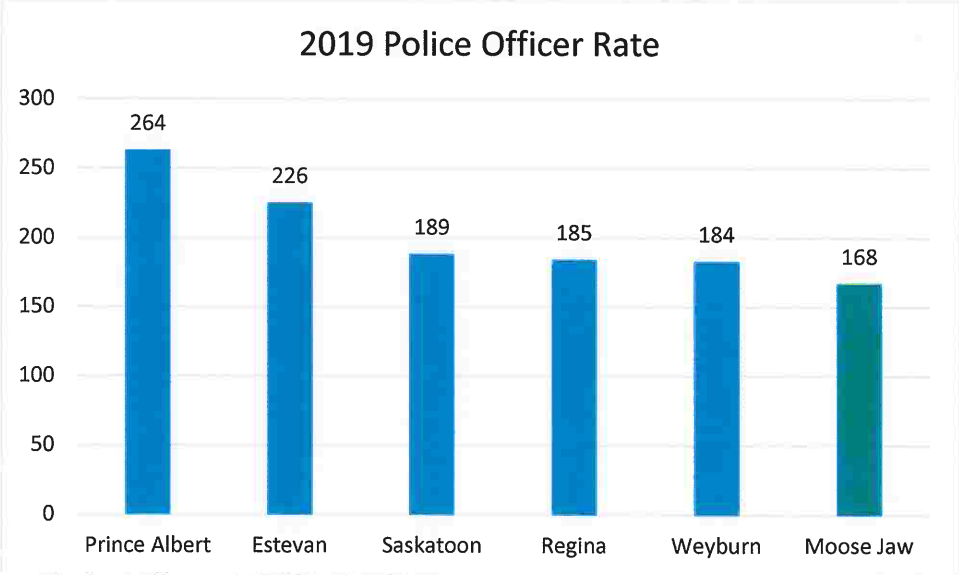
MJPS Versaterm Records

With the introduction of automated speed enforcement in 2015, the number of traffic tickets issued increased. The number of issued tickets declined in 2016 and 2017 due to a decrease in the number of violations recorded and a decrease in the number of recorded violations that were suitable for processing as a result of technical difficulties with the system. Those technical issues were corrected and the number of tickets issued increased in 2018.



MJPS ASE Data Records

In this environment, the Moose Jaw Police Service engages the community with the lowest number of officers as a percentage of the population among Saskatchewan police services.



Saskatchewan Police Commission 2018-19 Annual Report

COMMUNITY BUILDING

Leadership and participation in efforts to enhance community wellbeing are essential in reducing crime and social disorder. The research confirms that harmonious and inclusive communities are safe communities. Moose Jaw Police Service members continue to be integral participants in community activities:

- School resource officers
- First Nations events
- Pride celebrations
- Sidewalk Days
- Law Enforcement Torch Run for Special Olympics
- Graffiti removal
- Voltage
- Remembrance Day
- Toy Run
- Riverside Mission
- Police Service Awards
- Special Olympics events
- Violent Threat Risk Assessments
- Saskatchewan Air Show

Members are involved in committee work at the local, provincial and national level to improve policing and quality of life in our community:

- Community Based Coalition
- Hub
- Powwow Committee
- Newcomers Committee
- Drug Strategy
- Crime Prevention Committee
- Saskatchewan Association of Chiefs of Police
- Canadian Association of Chiefs of Police
- Criminal Intelligence Service Canada
- Criminal Intelligence Service Saskatchewan
- Organized Crime Committee
- Traffic Safety Committee
- Selective Traffic Enforcement Program
- Saskatchewan Police College Training Advisory Committee
- Wakamow Aboriginal Community Association

SERVICE ENHANCEMENTS

The Service has introduced a number of enhancements that continue to operate:

- Automated Speed Enforcement implementation
- Community Round Dance
- Community Sweat Lodges
- Introduction of the Intervention K-9
- Graffiti removal and prevention
- Traffic Safety and driver training program for newcomers
- Mental health program for first responders
- After hours calls for city services
- New video recording system to meet public complaint and court disclosure requirements
- Violent Threat Risk Assessments
- Enhanced employee wellness program
- Citizens Police Academy
- Moose Jaw Warriors Police Academy
- Updated parking enforcement infrastructure and processes

These activities will continue in 2020, and will be augmented by additional initiatives:

- Increased focus on traffic safety
- Regional traffic safety expansion
- Preparation for computer assisted dispatch capability
- Replacement of radio and telephone systems
- Information technology upgrades
- Incorporation of Local Authority Freedom of Information and Protection of Privacy processes
- Enhanced responses to child abuse, sexual assault, mental health intervention, serious crime, illicit drugs, and habitual offenders

This work is instrumental in maintaining public confidence in policing. Eighty-four percent of respondents in the most recent survey (2012) reported being satisfied with policing, with 'very satisfied' being the most frequent response. Prairie Research Associates and the University of Regina are currently conducting a community survey of policing in Moose Jaw; the results should be available in November.

INITIATIVES

Police and Crisis Team

In October of 2018, the Moose Jaw Police Service and Saskatchewan Health Authority created the Police and Crisis Team (PACT). This team joins police officers and mental health professionals on a full-time basis to provide active supports in the city and region. Two mental health professionals funded by the province work out of the police service building; one provincially-funded police officer works full-time with the PACT and is supported by other officers as needed. The Service is working with the Ministry to add another provincially-funded officer to this team.

South Central Child Abuse Investigation Team

In the autumn of 2018, the Moose Jaw Police Service and Ministry of Social Services created the South Central Child Abuse Investigation Team. A social worker is stationed at the police service, working directly with police officers investigating child abuse incidents. The partnership increases the effectiveness and efficiency of investigations, enhancing positive outcomes for victims, their families, and the community.

Combined Traffic Services Saskatchewan

The 2020 budget includes the continuation of the enhanced focus on traffic safety, illicit drug interdiction, and emergency responses in the city and surrounding area.

Combined Traffic Services Saskatchewan (CTSS) is a program implemented by the Ministry of Justice and Saskatchewan Government Insurance designed to increase road and community safety. It forms an operational partnership between municipal police and RCMP tasked with policing defined regions, which include the municipalities and their surrounding areas. Municipal police positions are funded by the province.

The duties of this program include four objectives:

- Improve police response to emergency calls for service, including property crimes that are in progress;
- Enhance uniform visibility and presence in rural Saskatchewan;
- Increase the enforcement of drug trafficking on Saskatchewan's roadways; and
- Enhance the safety of Saskatchewan roads by reducing the number of serious collisions and fatalities.

The Moose Jaw Police Service is an active participant in the CTSS program. Four of the five MJPS positions funded provincially are now deployed to CTSS.

Missing and Murdered Indigenous Women and Girls Inquiry

The Service participated in the Missing and Murdered Indigenous Women and Girls inquiry, reviewed its files to ensure all relevant incidents were identified, and provided all relevant information to the inquiry as it moved forward. The MJPS will respond to any additional requests.

Local Authority Freedom of Information and Protection of Privacy Inclusion

Municipal police services were included in the LAFOIP legislation in 2018. The Moose Jaw Police Service continues to deploy significant time and effort to ensure that business systems and processes are compliant with the legislation, appropriate infrastructure is in place, and requests are responded to as required by the legislation.

Cannabis Decriminalization and Regulation

The Police Service worked at the national and provincial level to inform the regulatory framework for cannabis production, distribution and consumption. This work continues as the legislation and regulatory framework are evaluated.

Tactical Capacity

The Moose Jaw Police Service has seen a significant increase in the number of incidents it responds to that require tactical intervention. The MJPS has relied on its policing partners to provide those tactical responses. However, with the increase in incidents, the Service is beginning the creation of a trained and equipped tactical team, using existing personnel, that can respond quickly and effectively to provide safe resolutions to dangerous situations.

Immediate Priority Officer

The business case for an Immediate Priority Officer is attached to this report. This additional position represents a 0.31 percent increase in the 2020 operating budget.

FINANCIAL IMPLICATIONS

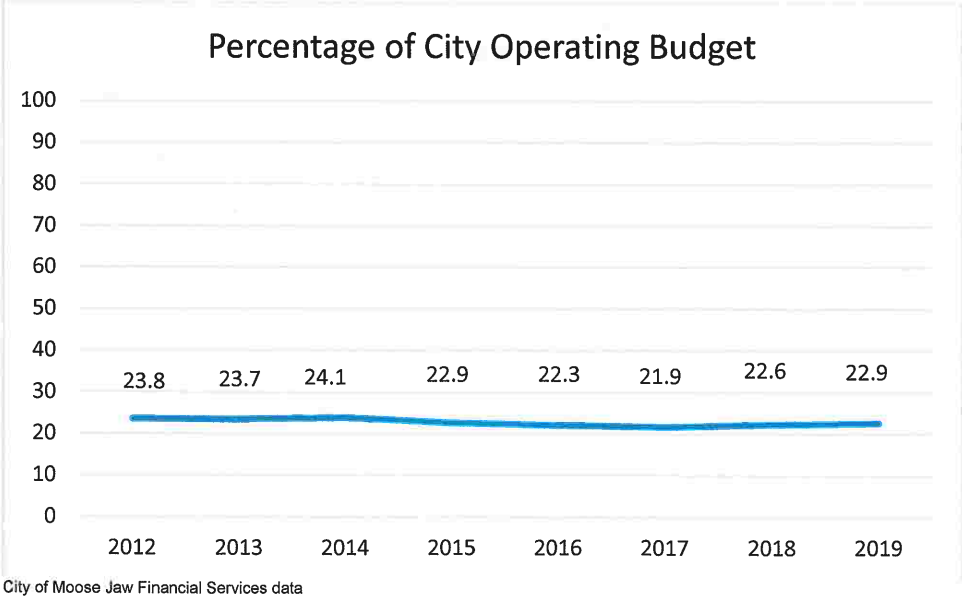
Within this environmental and operational framework, the 2020 operating budget provides for the effective and efficient delivery of policing services and incorporates new initiatives that maintain a focus on strategic priorities.

The 2020 operating budget expenditures total $11,507,162 which reflects a 3.51% increase over 2019. With the inclusion of increased revenues, the net 2020 operating budget for the Police Service is $10,129,563, which reflects a 3.26% increase from 2019.

Moose Jaw Police Service 2020 Operating Budget				
	2019 Budget	**2020 Budget**	**$ Increase**	**% Increase**
Operating Expenditures	$11,116,746	$11,507,162	$390,416	**3.51%**
Revenues	$1,307,099	$1,377,599	$70,500	**5.39%**
Net Operating Budget	$9,809,647	$10,129,563	$319,916	**3.26%**

The attached 2020 Budget Summary of Expenditures in Detail (Police) provides details.

The chart below identifies the Moose Jaw Police Service operating budget as a percentage of the city's operating budget in recent years.



City of Moose Jaw Financial Services data

ATTACHMENTS:

1. 2020 Budget Summary of Expenditures in Detail (Police).
2. Business Case for One Additional Police Officer Position Immediate Priority Officer.

Respectfully Submitted by,

R. Bourassa.

Rick Bourassa, Chief of Police

RB/la

Moose Jaw Police Service
2020 Operating Budget

Business Unit	Obj Acct	Description	2018 Actual	2019 Projection	2019 Budget	2020 Budget	INC (DCR)	% Change
		EXPENDITURES:						
Labour Costs								
121	6002	SALARIES	$ 7,647,352	$ 8,052,884	$ 8,002,884	$ 8,276,828	$ 273,944	3.42
121	6005	WORKER'S COMPENSATION	69,791	73,334	73,334	80,737	7,403	10.09
121	6006	CANADA PENSION PLAN	201,149	225,094	225,094	245,705	20,611	9.16
121	6007	EMPLOYMENT INSURANCE	89,420	88,270	88,270	90,017	1,747	1.98
121	6008	GROUP INSURANCE	18,187	23,097	23,097	26,618	3,521	15.24
121	6009	LONG TERM DISABILITY INS	115,785	140,820	140,820	147,590	6,770	4.81
121	6010	PENSION	550,278	609,142	609,142	662,226	53,084	8.71
121	6072	RETIREMENT CONTRIBUTION	60,000	20,000	20,000	20,000	-	-
121	6120	VICTIM SERVICES	97,003	83,599	83,599	83,599	-	-
121	6135	COMMISSIONAIRES	346,755	315,000	315,000	315,000	-	-
Communications								
121	6015	OFFICE EXPENSE	73,491	65,000	76,451	76,451	-	-
121	6061	COMPUTER SOFTWARE	72,176	95,000	110,000	110,000	-	-
121	6016	TELEPHONE	107,046	85,000	85,000	100,000		
121	6016	RADIO SYSTEM LEASED LINES	31,339	30,000	19,000	40,000	21,000	110.53
		TELEPHONE	138,385	104,000	104,000	140,000	36,000	34.62
121	6125	RADIO COMMUNICATIONS	25,790	10,000	4,000	4,000	-	-
Building/Vehicles								
121	6021	BUILDING RESERVE CONT	15,000	15,000	15,000	15,000	-	-
121	6031	ELECTRICITY	58,115	71,803	71,803	74,000	2,197	3.06
121	6032	NATURAL GAS	15,083	13,700	13,700	15,000	1,300	9.49
121	6033	WATER	8,906	2,261	2,261	2,400	139	6.15
121	6040	GENERAL REPAIRS & SUPP	88,021	50,000	50,000	50,000	-	-
121	6090	CONTRACTUAL SERVICES	106,737	100,000	162,500	112,500	(50,000)	(30.77)
121	6138	MAINTENANCE	56,717	63,000	40,000	40,000	-	-
121	6139	JANITORIAL SUPPLIES	2,969	7,500	4,000	5,000	1,000	25.00
121	6121	VEHICLE MAINTENANCE	208,866	199,000	199,000	199,000	-	-
Equipment Reserve								
121	6020	EQUIPMENT RESERVE CNT	292,723	345,991	345,991	345,991	-	-
Training/Uniforms/Other								
121	6101	CLOTHING	86,072	74,000	74,000	74,000	-	-
121	6025	TRAVEL & CONVENTIONS	8,754	7,500	12,000	12,000	-	-
121	6026	EDUCATION & TRAINING	73,296	60,000	60,000	60,000	-	-
121	6027	DUES & MEMBERSHIPS	5,257	5,000	4,000	5,000	1,000	25.00
121	6028	SUBSCRIPTIONS & PUBS	3,419	2,500	2,500	2,500	-	-
121	6132	WITNESS FEES & SP EXP	174,396	150,000	130,000	130,000	-	-
121	6133	LEGAL FEES	42,713	32,000	32,000	60,000	28,000	87.50
121	6136	PRISONER MEALS	3,982	4,000	4,000	4,000	-	-
121	6137	IMPOUNDING OF VEHICLES	2,279	2,000	2,000	2,000	-	-
121	6190	CANINE UNIT	31,389	32,000	16,300	20,000	3,700	22.70
121	6199	PROVISION FOR SURPLUS(DEFICIT)	141,543			-	-	-
		Total Expenditures	$ 10,931,799	$ 11,153,495	$ 11,116,746	$ 11,507,162	$ 390,416	3.51%
		REVENUES:						
50	5303	POLICING SERVICES	(227,997)	(200,000)	(160,000)	(200,000)	-$ 40,000	25.00
50	5304	CONTRIBUTION SPEED ENF.	(70,000)	(90,000)	(90,000)	(110,000)	-$ 20,000	
50	5305	UNCLAIM/SEIZED PROP SALE	(16,138)	(500)	(500)	(1,000)	-$ 500	100.00
50	5307	PRISONER COST RECOVERY	(105,480)	(90,000)	(90,000)	(100,000)	-$ 10,000	11.11
50	5309	VICTIM SERVICES REVENUE	(83,600)	(83,599)	(83,599)	(83,599)	$ -	-
50	5310	PROVINCIALLY FUNDED POSITIONS	(687,655)	(630,000)	(630,000)	(630,000)	$ -	-
50	5312	ALARM RESPONSE - ANNUAL FEE	(30,301)	(30,000)	(30,000)	(30,000)	$ -	-
50	5313	ALARM RESPONSE - FALSE ALARMS	(4,355)	(8,000)	(8,000)	(8,000)	$ -	-
50	5313	CONTRACTUAL REVENUES	(215,000)	(215,000)	(215,000)	(215,000)	$ -	-
		Total Revenues	$ (1,440,526)	$ (1,347,099)	$ (1,307,099)	$ (1,377,599)	(70,500)	5.39%
		Total Net Police Service Budget	$ 9,491,273	$ 9,806,396	$ 9,809,647	$ 10,129,563	$ 319,916	3.26%

MOOSE JAW POLICE SERVICE

Business Case for One Additional Police Officer Position

Immediate Priority Officer

September 10, 2019

Business Case for One Additional Police Officer Position

Immediate Priority Officer

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Business Case for One Additional Police Officer Position

Immediate Priority Officer

SUMMARY

In recent years, Moose Jaw has seen an increase in demands on its police service. Violent crimes, firearms incidents, tactical situations, and the increasing prevalence of contributing factors such as methamphetamines have taxed police resources. At the same time, provincial funding of police resources previously deployed to address these issues through prevention and serious crime investigation have been redeployed to traffic safety and other provincial priorities. This has left a gap in the police service's capacity to bring resources to bear on pressing matters; it has also contributed to an increased need to bring officers in at overtime rates to provide initial call response and provide tactical and investigative support. Although the police service has redeployed its existing resources and introduced innovations to reduce the impact of these gaps and maximize its capacity, the resource challenges and overtime requirements continue.

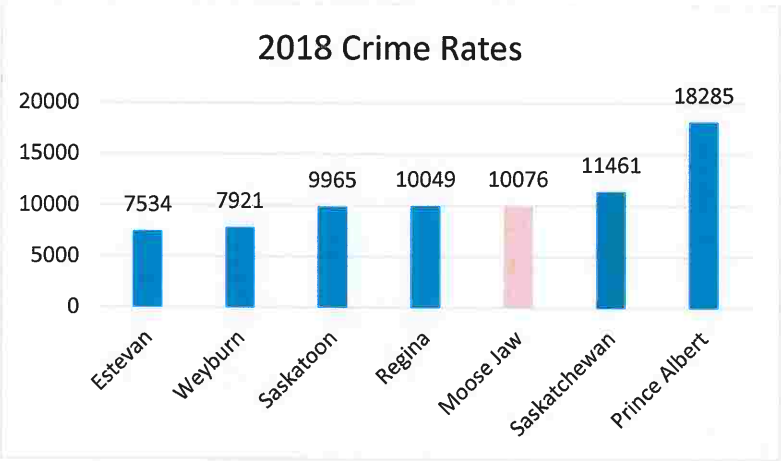
This business case presents a plan to add an additional officer to reduce overtime and enhance the police service's capacity to address serious issues facing our community.

SECTION I

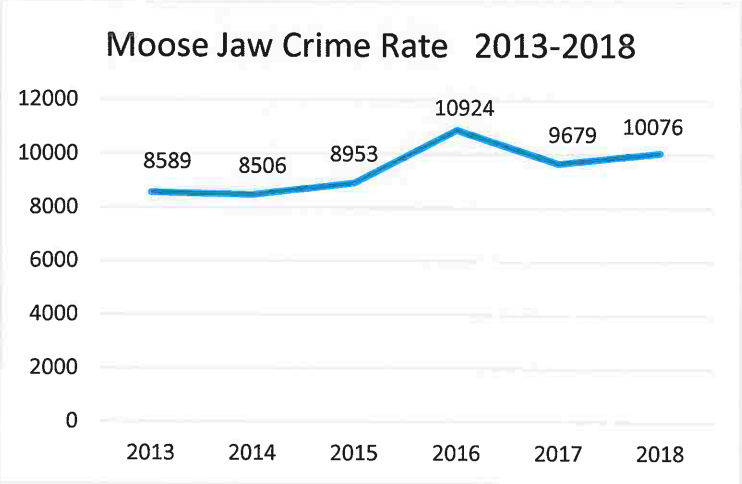
CHALLENGES

A. The Environment

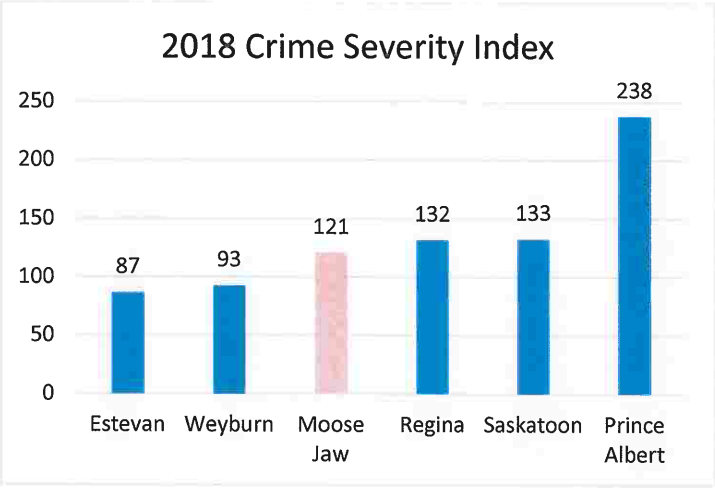
The Canadian Centre for Justice Statistics released 2018 crime data in July. Those data identify the current situation and trends across the province. Of the six major municipal police services in Saskatchewan, the Moose Jaw Police Service polices in a community with the second-highest crime rate, consistent with, but exceeding, the crime rates in both Saskatoon and Regina.



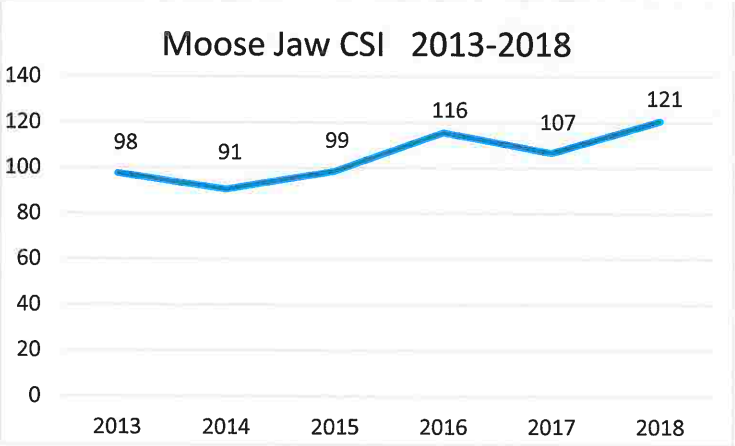
The trend is an increasing crime rate.



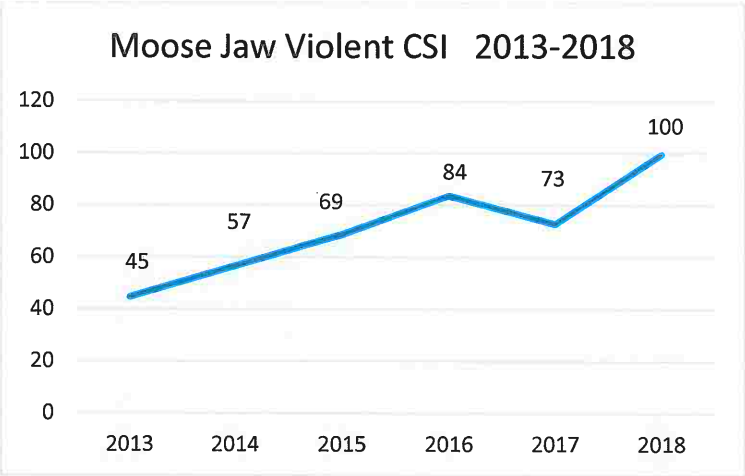
The Crime Severity Index (CSI) shows the severity of crime in Moose Jaw is consistent with that of Saskatoon and Regina.



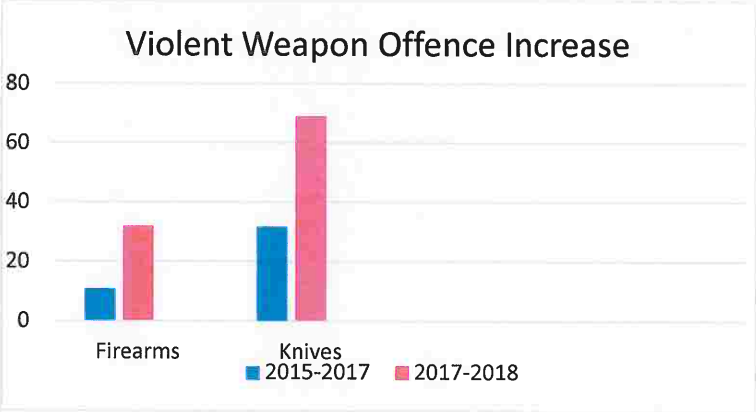
Moose Jaw's CSI shows an increasing trend.



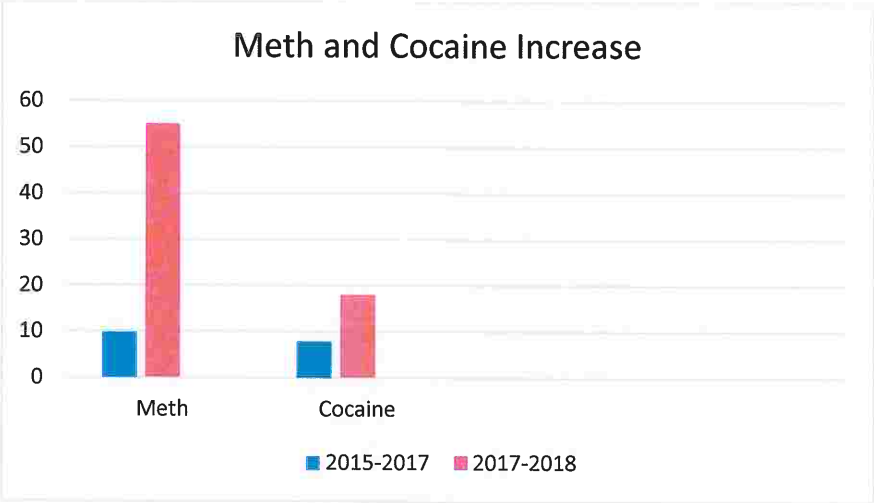
Moose Jaw's Violent CSI has more than doubled in the past six years, reflecting an increase in serious violent crime.



Since 2017, the Moose Jaw Police Service has seen an increase in violent crimes involving weapons. 32 violent offences were committed using a firearm and 69 violent offences with the use of a knife. In comparison, 2014-2016 incidents resulted in 11 violent offences with a firearm and 43 with a knife.



During the same time periods, the Moose Jaw Police Service has laid 55 charges relating to methamphetamine and 18 related to cocaine. In comparison, 2015 to 2018 there were only 10 charges relating to meth and 8 relating to cocaine:



Frontline officers are reporting an increase in contact with armed suspects reflective of the numbers indicated above. As well, officers are seeing an increase in the number of people they are encountering on the streets or detaining in cells over the past few years who are under the influence of meth and cocaine and are involved in violence.

B. Tactical Calls:

As a result of this changing environment, the Moose Jaw Police Service is faced with providing careful tactical responses in order to decrease risk and increase the safety of officers and the public. Since 2017, the Moose Jaw Police Service has increased tactical considerations to numerous incidents. There are also a number of incidents such as search warrant executions for drugs and guns where tactical assistance would have and should have been considered if those resources were readily available to the Moose Jaw Police Service. The following represent recent examples of high risk incidents in Moose Jaw requiring a tactical response.

- Moose Jaw Police received a call from a male near the hospital stating that he was suicidal, had taken pills and had a gun. Gunshots and muzzle flash could be seen and heard by the officers as they arrived in the area. This prompted further tactical considerations. A perimeter was established around the open area where the suspect was believed to be. Police also initiated a hold and secure on the hospital to ensure the safety of the people in the hospital. Police further took steps to evacuate nearby businesses. Police were able to locate the suspect lying in a field. He was taken into custody without incident and transported to hospital to ensure mental health needs were met and later charged with several firearms offences. Police located a loaded shotgun and spent casings a short distance from where the suspect was found.

- Police entered into an investigation involving a sexual assault where a suspect broke into a residence armed with a shotgun, unlawfully confined a woman and attempted to sexually assault her. The suspect fled the home prior to police arrival and was tracked to a second

location. As officers began setting up a perimeter the suspect fled out the front door and encountered an officer, pointed the shotgun directly at the officer's chest and threatened to shoot if the officer drew his gun. Fortunately, the suspect did not shoot the officer, instead turned and ran. Officers set up surveillance at another residence where the suspect was known to have access to and believed to be present inside. Moose Jaw Police began preparing for additional resources including tactical support. However, the suspect exited the home prior to supports arriving. Officers challenged the suspect who was taken safely into custody without further incident.

- Members of the Moose Jaw Police Service received search warrant authorization at a Moose Jaw home in relation to a homicide involving a gun. Prior to execution of the search warrant a male was noted leaving the residence and was detained. The subject was found to have a loaded handgun in his possession. The RCMP Emergency Response Team was called to assist with entry. A tactical entry was done and three additional people were taken into custody. In addition crystal meth was found in the residence.

- Police received information that a suspect known for drug activity and violence was in possession of a stolen handgun and shotgun. Due to the risk of a warrant execution on the suspect's residence, the RCMP Emergency Response Team was contacted. However, the occupants of the home exited prior to the arrival of the tactical team and had to be taken down by under-equipped members. They were taken into custody outside the residence without incident. A subsequent search resulted in the seizure of both firearms which had since had their serial numbers filed off and it is suspected that they would have been used for nefarious purposes.

- Moose Jaw Police Service executed a search warrant at a motel with the assistance of the RCMP Emergency Response Team. Suspects in the motel room had a history of violence and were on court orders prohibiting the possession of firearms. A tactical entry was performed and suspects were taken into custody without incident. Upon search of the room a stolen loaded shotgun was located. Both suspects have strong ties to the drug world.

- Police received a call that occupants of a Moose Jaw home were being held against their will and extorted. Further information was that suspects may belong to an Outlaw Motorcycle Gang. Information was also received that the suspects had firearms. The Moose Jaw Police Service initiated Incident Command protocols and the RCMP Emergency Response Team was put on standby. After a lengthy standoff, MJPS officers were able to negotiate the occupants out of the home. A subsequent search of the residence, resulted in the seizure of a firearm and in one charge related to that. Police were unsuccessful in laying further charges as occupants were uncooperative possibly out of fear of retaliation had they cooperated with police.

- Police received information that two men wanted on Canada wide warrants were hiding in Moose Jaw. The warrants were out of Edmonton and were related to firearms offences including a drive by shooting at an Edmonton business. These men were also considered armed and dangerous. The RCMP Emergency Response Team was contacted to provide assistance. A

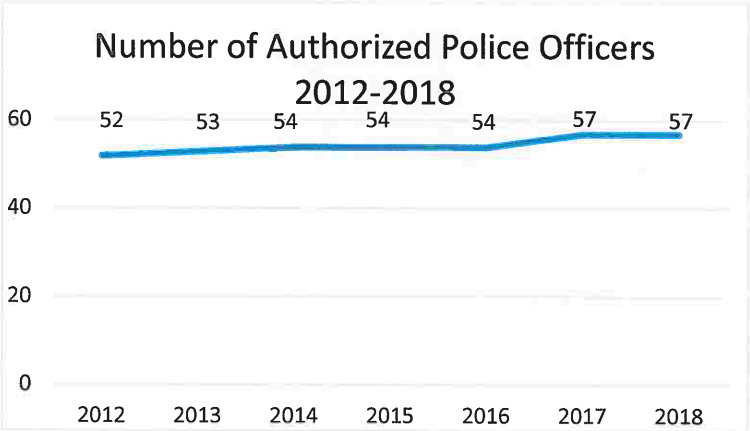
tactical entry was subsequently made at a Moose Jaw apartment building. Two men were taken into custody without incident. A 9mm handgun loaded with hollow point ammunition was located under the bed where one of the suspects had been sleeping.

- Officers attempted to arrest a male wanted on a Canada wide warrant. The accused had a history of violence and suicidal ideologies. Upon contact, the accused fled into an apartment pursued by officers. The accused pulled a large knife and brandished it towards police then barricaded himself inside with three other people present in the suite. Police began negotiating with the accused for his surrender for approximately 9 hours before the RCMP Emergency Response Team was able to mobilize and execute an entry. Upon entry the accused attempted to slash one of the officers with the knife. The accused was taken into custody and transported to hospital with self-inflicted injuries.

- The Moose Jaw Police Service and Regina Police Service worked together over several days in attempting to locate two Moose Jaw residents with gang affiliation and with violent and weapons related histories who were wanted in connection with a violent crime spree through southern Saskatchewan including a murder that occurred in Regina. Information was received that the suspects had returned home to Moose Jaw to hide. As a result, the Regina Police investigators, SWAT team and incident command partnered with Moose Jaw Police investigators, negotiators and incident command to search and subsequently rule out a number of possible locations where the suspects were hiding. The suspects were later apprehended east of Regina following a high speed pursuit.

C. Staffing

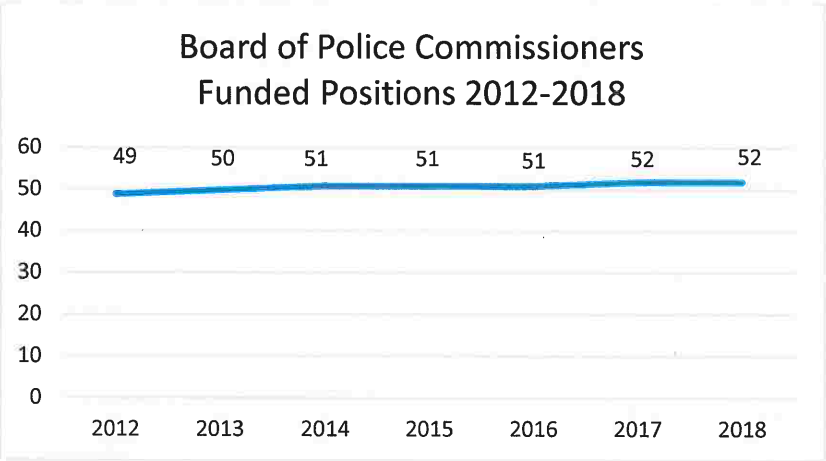
To carry out its duties and responsibilities, and meet these demands, the Moose Jaw Police Service has a current authorized strength of 57 members. This has increased from an authorized strength of 52 members in 2012.



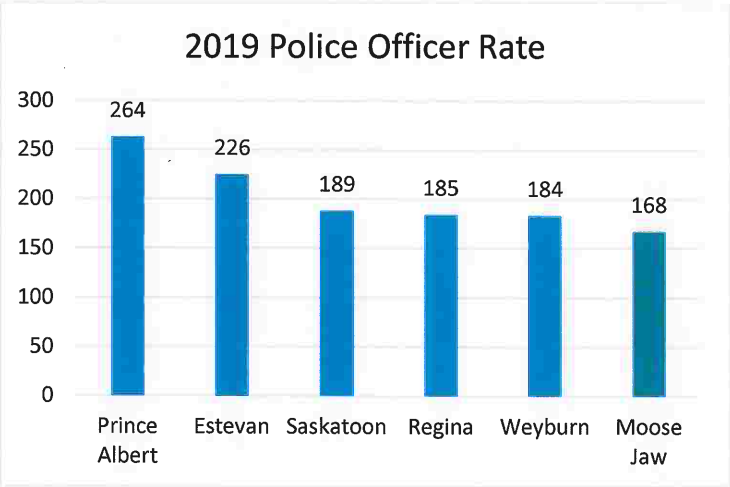
Of the 57 authorized positions, 5 are provincially funded. This increased by two positions (from 3 to 5) in 2017 to provide for 2 provincially-funded members to be deployed to Combined Traffic Services Saskatchewan (CTSS). CTSS members police in the city for 30% of the time and in the surrounding region for 70% of the time. Additionally, 2 provincially-funded positions that had been assigned to

serious crime analysis and investigation were re-deployed to CTSS in 2018, leaving a gap in operational capacity. Currently 4 of the 5 provincially-funded positions are deployed to CTSS; the 5th position is deployed the Police and Crisis Team (PACT).

The Board of Police Commissioners funds the other 52 police officer positions, which has increased from 49 in 2012.



With these additional positions, the City of Moose Jaw continues to have the lowest number of police officers on a per capita basis.



Although the approved strength is 57, the actual number of officers is often below that for a number of reasons:

Parental Leave – The current collective agreement provides 20 weeks of wage top up (to 85%) as a benefit. Many members take this 20 weeks, and many continue on parental leave for longer periods.

Sick Leave/Injuries – Over the past few years, the Moose Jaw Police Service has had members off on sick leave or injury. While members are provided with workplace accommodations at their earliest opportunity to return, these members often require non-operational accommodations due to the nature of their abilities. An increase in mental health and PTSD related injuries has also occurred with one member having applied for long term disability with little optimism of ever returning to regular duties.

Temporary Vacancies – MJPS has to manage temporary vacancies on a regular basis as a result of retirement, resignation, and termination. These vacancies can be up to a year as the MJPS needs to recruit new members which can take several months. Upon hiring a new member they are sent to the Saskatchewan Police College for approximately 20 weeks. Upon graduation they then continue their training in the field for a minimum of 16 additional weeks until they are fully operational. This could result in a vacancy up to 1 year before a departing member is replaced with a new fully operational member.

Training – due to the complexities of policing and the high level of accountability and high consequence of error, the MJPS provides mandatory legislated training to all of its members annually and has members attending required courses at the Saskatchewan Police College and Canadian Police College as well as external training opportunities to ensure highly trained and capable police officers. Some courses and training such as IDENT (16 weeks) K-9 (12-16 weeks) can be lengthy and take officers away from their normal operational duties for significant periods of time.

D. IMPACTS

Because of these factors, the police service must often fill vacancies. Section 17.6(g) of the collective agreement between the Moose Jaw Police Association and the Board of Police Commissioners states the assigned strength of each patrol team shall consist of 1 Sergeant, 1 Corporal and 6 uniformed constables. Due to this section of the agreement, the MJPS is continually faced with reallocating resources from other areas to frontline patrol shifts when vacancies occur that drop shift strength below 8 members. As a result, personnel are often re-assigned from other important areas including the Criminal Investigations Section and Community and Strategic Services to patrol teams that have vacancies. This interferes with MJPS ability to be strategic and proactive due to the resource drain on these other important areas that are tasked with driving forward community involvement, special project, drug and major crime projects and investigations.

Due to the above causes of reductions in operation strength, the MJPS also suffers a financial impact in order to balance the staffing shortages with effective and safe policing resources. In 2018 members were called out 52 times to cover shift shortages totalling $55,709.23. From January 1 to August 30, 2019, members were called out 44 times at an overtime cost of $46,300.

SECTION II

ORGANIZATIONAL RESPONSES

To address these operational challenges, the police service has introduced a number of initiatives to maximize the utilization of its resources in order to be operationally effective and financially efficient:

A. SCENE OF CRIME OFFICERS

The police service reduced the number of members deployed to the Forensic Identification Unit from two to one by developing Scene of Crime Officers on each shift to take on forensic identification duties in addition to their regular duties.

B. POLICE AND CRISIS TEAM

To reduce operational demands and increase effectiveness, the MJPS and Saskatchewan Health Authority (SHA) developed and deployed its Police and Crisis Team (PACT). The SHA currently has two full-time mental health professionals assigned to the PACT. The MJPS currently has one full-time provincially-funded officer assigned to the team and has trained members on each of its shifts to fill in when the permanent member is not on duty. This complement has done exceptional work both inside the city and in the surrounding region: the Moose Jaw PACT supports rural policing services by providing services within a 100 kilometre radius of the City of Moose Jaw, thereby reducing demand on the hospital located in the City and policed by the MJPS. PACT has been successful in reducing police calls for service relating to mental health challenges, reducing hospital emergency room attendance and wait times for police, and reducing the number of individuals requiring incarceration and care in the police detention centre.

From January to July of 2019, PACT data show its effectiveness in reducing police calls for service, reducing hospital attendance, and reducing incarceration:

Month	Calls Diverted from Police to PACT	Situations Diverted from Emergency Room	Individuals Diverted from Police Cells
January	24	10	3
February	36	34	8
March	38	38	5
April	32	37	2
May	41	25	4
June	43	35	7
July	38	19	2
TOTAL	**252**	**198**	**31**

C. SOUTH CENTRAL CHILD ABUSE INVESTIGATION TEAM

Working with the Ministry of Social Services, a joint police and social services team was developed and deployed in 2018 to increase effectiveness and efficiency in child abuse investigations, which are complex and resource-intensive. A social services professional is now stationed in the police headquarters building, providing support to police and receiving support from police, to provide more timely responses, reduce the number of redundant investigative steps and free up police resources, and increase the number of positive outcomes. This partnership has been successful in maximizing effectiveness and efficiency in resource deployment.

Since its inception, this team has responded to 58 situations.

D. INCREASED CANINE CAPACITY AND REDEPLOYMENT

The police service increased the number of Canine Unit members from two to four with external funding provided for the purchase of the additional dogs. Previously, the two Canine Unit members were not assigned to a patrol shift and could not provide 24-hour coverage, requiring call out on overtime when they were not working. The four Canine Unit members are now assigned to each of the four patrol shifts, providing responses to non-canine calls for service when not engaged in Canine Unit duties. By now having 24-hour Canine Unit availability, calling out on overtime has been nearly eliminated.

E. INCREASING TACTICAL CAPACITY

Working with its policing partners, the police service is in the initial stages of developing a tactical team to increase effectiveness and efficiency in its responses to high risk incidents. Other police agencies are providing training and operational policy development assistance to the Moose Jaw Police Service in this process. This enhanced capability will be developed and implemented using existing resources that will remain assigned to regular duties when not required for tactical response.

F. REQUEST TO THE PROVINCE FOR ADDITIONAL FUNDED POSITIONS

The police service has begun discussions and is preparing a business case to present to the Ministry of Corrections and Policing this autumn for an additional three funded police positions. One position would be assigned to the PACT to increase its effectiveness; two positions would be deployed to serious crime, firearms, and gang suppression initiatives.

SECTION III

PROPOSED RESOLUTION

A. IMMEDIATE PRIORITY OFFICER

All of these initiatives have been implemented to maximize the financially-responsible use of existing resources in addressing increasing demands. However, even with the introduction of these efficiencies, resourcing challenges continue to require overtime expenditures to maintain minimum levels of service. The addition of one officer specifically tasked with filling gaps as they arise will reduce the overtime demands.

The proposed increase in approved strength by one officer will allow the Moose Jaw Police Service to implement a newly created position called an **Immediate Priority Officer (IPO).** The purpose of the IPO will be to move around the various areas of the Moose Jaw Police Service to provide support and decrease overtime costs for calling out members. The IPO position can further be used as a developmental tool for newer officers as it will provide opportunities and exposure to a number of different sections within the Moose Jaw Police Service including but not limited to patrol teams A-D, the Criminal Investigations Section (CIS), Forensic Identification Section (Ident) and Community and Strategic Services (CSS).

The IPO will be assigned to different areas of the Moose Jaw Police for a duration of time. As an example, the IPO may be seconded to CIS to assist with a special project for a few months, then moved to a patrol team to fill a vacancy caused by a parental leave.

This new position will create a number of benefits including:

- Providing support to the Criminal Investigation Section for special projects
- Assisting Strategic Services in community initiatives
- Providing support to Ident
- Fill temporary vacancies on a patrol team allowing to better manage resource problems resulting from vacancies
- Reduce the potential likelihood of grievances occurring from perceived violations of the collective agreement in relation to patrol shift strength
- Provide a developmental opportunity for newer members to experience various areas of the Moose Jaw Police Service
- Reduce overtime costs.

The Moose Jaw Police Association has been consulted and supports this initiative.

Implementation of this position will include operational and financial measurements to determine success of the position. It will allow for a needs analysis for future needs of an additional IPO and potentially the creation of an Immediate Priority Team (IPT) to further enhance capabilities and further offset overtime and operational costs.

B. FINANCIAL IMPACTS

In 2018, members were called out on overtime because of shortages on the shifts 52 times at a cost of $55,700. From January 1 to August 30, 2019, members were called out due to shift shortages 44 times at a cost of $46,300. Should this figure increase consistently, the total at year end would exceed $60,000.

These overtime expenditures can be mitigated by the Immediate Priority Officer position. Although the exact amount of reduced overtime is uncertain, based on operational experience, it is reasonable to predict a reduction of 50 percent of overtime costs, or a projected $30,000.

Should an additional officer be approved for 2020, that position would be filled in August at a cost of $30,314 in 2020. This has been included in the 2020 operating budget, representing a 0.31 percent increase. In subsequent years, this position would be included in the annual operating budget at the applicable salary level.

SECTION IV

CONCLUSION

Taking these factors into account, increasing the authorized strength of the police service by one officer will increase operational and investigative effectiveness, provide resources to areas of strategic focus and community priorities, and reduce overtime demands.

MOOSE JAW BOARD OF POLICE COMMISSIONERS

TITLE: **2020-2024 Capital Budget**

DATE: 16 October 2019

PUBLIC: **This is a Public Document**

IN-CAMERA: N/A

RECOMMENDATION

1. THAT the Board of Police Commissioners approve the 2020-2024 Capital Budget request and submit the budget to council as legislated in *The Police Act, 1990.*

BACKGROUND

The Moose Jaw Police Service prepares a Capital Budget for the Board of Police Commissioners annually.

In 2018 and 2019, funding from the Capital Budget was applied to two major projects:

- roof repair and replacement;
- main floor renovations.

These significant expenditures effectively depleted money available for capital projects.

In its 2019 Capital Budget discussions, the Board of Police Commissioners determined the Capital Budget requests should be $65,000 for 2019, increasing by $2,500 each year in subsequent years to ensure sufficient funding is available to meet demands.

DISCUSSION

The 2020-2024 Capital Budget continues with the format adopted by the Board of Police Commissioners. It includes funding of $67,500 in 2020 increasing by $2,500 each year through to 2024. That funding supports several upcoming projects:

- elevator replacement;
- relocation of meeting room to public area;
- converting dark room to file storage;
- upgrading conference room;
- upgrading flag and memorial area;
- firearms range safety upgrades; and
- contingency funding for unanticipated occurrences.

FINANCIAL IMPLICATIONS

The Capital Budget submission for 2020-2024 reflects $67,500 in 2020 increasing by $2,500 annually in subsequent years.

	2020	2021	2022	2023	2024	Total
Capital Funding	$67,500	$70,000	$72,500	$75,000	$77,500	$355,000

ATTACHMENTS

1. Nil.

Respectfully Submitted by,

R. Bourassa

Rick Bourassa, Chief of Police

RB/la

MOOSE JAW BOARD OF POLICE COMMISSIONERS

TITLE: **Request from Council for Information on Methamphetamine**

DATE: 20 November 2019

PUBLIC: **This is a Public Document**

IN-CAMERA: N/A

RECOMMENDATION

1. THAT the Board of Police Commissioners forward this report to Council for their information as requested.

BACKGROUND

At the Board's Budget presentation to Council on November 18, 2019, the Service was asked to provide information about the number of charges laid relating to methamphetamine.

DISCUSSION

As a result of this request, Moose Jaw Police Service records were checked and additional information is attached to this report in relation to methamphetamine and cocaine related offences by year. Also included is a list of seized items related to weapons and drug investigations from 2018 to September 2019.

FINANCIAL IMPLICATIONS

1. None with regard to this Report.

ATTACHMENTS

1. Summary of Drug Offences and Drug and Weapon related seized.

APPROVAL OF REPORT RECEIVED

R. Bourassa

Rick Bourassa
Chief of Police

RB/la
To be completed by the Clerk's Department only.

Presented to the Regular meeting of the Moose Jaw Board of Police Commissioners or the In-Camera meeting of the Moose Jaw Board of Police Commissioners on _____.

Summary of Drug Offences and Drug and Weapon related seized

	2014	2015	2016	2017	2018	2019
Meth	1	1	8	9	28	29
Coke	10	6	12	3	11	5

Guns and Drugs 2018 to September 2019

File 18-6438 (Possession for the Purpose of Trafficking (PPT), firearm charges, proceeds of crime

-12 gauge shotgun
-ammunition for shotguns, rifle and handgun
-92.60 grams of Methamphetamine (street value $9300)
- 8 grams of Cocaine (street value $800)
- 10 cell phones
-magazine full of .22 caliber bullets
-shotgun ammunition
-.22 Mossberg 715T Rifle

18-12221(PPT)

-14.7 grams of Methamphetamine (street value $1500)
-3.9 grams of cocaine (street value $400)
-shotgun ammunition
-4 cell phones

18-12619 (numerous firearm charges)

-sawed off shotgun
-restricted handgun (Ruger Blackhawk Revolver) (stolen)
-ammunition for shotgun and handgun

18-14009 (numerous firearm charges)

-20 gauge Beretta shotgun (stolen)
-24 rounds of ammunition for shotgun

19-110 (numerous firearm charges)

-loaded sawed off HVA-Car Gustaf Rifle and a box of ammunition

19-1023 (Numerous firearm charges)

- loaded restricted 9mm Diamond Back Handgun with a laser sight
-both HIRSI and OSMAN were arrested on their Canada Wide Warrants from Edmonton for several firearm related offences

19-2224 (PPT)

-35.6 grams of cocaine (street value $3600)

19-776 (PPT)

-3.9 grams of Methamphetamine (street value $400)
-several prescription pills

19-2833 (Firearm related offences, PPT, Proceeds of Crime)

-loaded .22 caliber Rifle
-13.4 grams of methamphetamine (street value $1400)
-21.9 grams of cocaine (street value $2200)
-$1025.00 in cash
-large amount of ammunition for various firearms

19-3453 (Proceeds of Crime)

-$2,365.00 cash

19-4895 (PPT, Proceeds of Crime)

-137.7 grams of cocaine (street value $14,000)
-$8,885.00 cash

Joint Project with Regina Police Service

- 247.5 grams of fentanyl (street value $24,750)
- 342.9 grams of methamphetamine (street value $34,290)
- $17,865.00 cash
- 4.2 grams of Cocaine (street value $420)
- small amount of methamphetamine and fentanyl

19-6279 (PPT)

-4.5 grams of Cocaine (street value $450)
-1 gram of methamphetamine (street value $100)

19-7430 (PPT, Proceeds of Crime, Firearm charges)

-91.1 grams of cocaine (street value $9200)
-$1900 cash
-prohibited loaded .40 caliber Taurus handgun
-117.1 grams of cocaine (street value $12,000)
-$2100 cash
-prohibited loaded 9mm Taurus Handgun

19-8041(PPT, Proceeds of Crime)

-11.6 grams of cocaine (street value $1200)
-$290 cash

19-10158 (Firearm charges, proceeds of crime)

-loaded prohibited 38 caliber Ruger LCP Handgun
-28.5 grams of cocaine (street value $3000)

19-10396 (proceeds of crime, PPT)

-$868.25 cash
-84.2 grams of cocaine (street value $8400)

Total Seized since June 2018 by Criminal Investigations Section

Firearms	- 11 firearms (most loaded)
Cocaine	- 548.3 grams ($55,000 street value)
Methamphetamine	- 469.5 grams ($47,000 street value)
Fentanyl	- 249 grams ($24,900 street value)
Cash	- $35,295.25

City of
Moose Jaw

COMMUNICATION # CC-2019-0221

TITLE: **Moose Jaw Public Library 2020 Operating Budget Estimates**

TO: **City Council**

FROM: **City Clerk/Solicitor's Department**

DATE: **October 28, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

1.THAT representatives of the Moose Jaw Public Library be allowed to present to City Council the Moose Jaw Public Library 2020 Operating Budget estimates in accordance with section 17(3) of *The Public Libraries Regulations, 1996*.

2. THAT this communication be referred to Budget deliberations.

TOPIC AND PURPOSE

The purpose of this report is to allow representatives of the Moose Jaw Public Library to present City Council with the Moose Jaw Public Library 2020 Operating Budget estimates.

BACKGROUND

Ms. Gwen Fisher, Head Librarian of the Moose Jaw Public Library, forwarded a letter dated September 13, 2019 requesting permission to address and present to City Council the 2020 Operating Budget Estimates for the Public Library.

DISCUSSION

Pursuant to The Public Libraries Regulations, 1996, section 17(3) states that "a local library board shall prepare an annual budget of necessary local expenditures and present it to the council or councils concerned by March 1 in each year."

In accordance to section 21 of *The Public Libraries Act, 1996*, "*on or before March 1 in each year, a municipal library board shall make, or cause to be made, an estimate of the sums required during that year for:*

a) *The amount of principal and interest required for the annual payment of any outstanding debenture; and*

b) The expense of maintaining and managing the municipal library under its control and for making the purchases required for the municipal library.

c) The municipal library board shall transmit the estimate immediately after it is made to the clerk or administrator of the municipality for the consideration of the council."

The Moose Jaw Public Library Budget Estimates for the Year 2020 is attached.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy is not required.

PRESENTATION

VERBAL: Ms. Gwen Fisher, Head Librarian, will present the budget estimates.

ATTACHMENTS

i. Letter dated September 13, 2019 from Ms. Fisher, Head Librarian of the Moose Jaw Public Library.

ii. 2020 Operating Budget estimates and Business Plan Executive Summary for the Moose Jaw Public Library.

REPORT APPROVAL

Written by: Maureen Latta, City Council Support
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Myron Gulka-Tiechko, City Clerk/Solicitor
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Moose Jaw Public Library 2020 Operating Budget Estimates - -2019-0221.docx
Attachments:	- Attachment i Letter from MJ Public Library.pdf - Attachment ii 2020 Budget Estimates.pdf
Final Approval Date:	Nov 12, 2019

This report and all of its attachments were approved and signed as outlined below:

Tracy Wittke

Myron Gulka-Tiechko

Jim Puffalt

Fraser Tolmie

Moose Jaw Public Library
461 Langdon Crescent – Moose Jaw, Sk. S6H 0X6
Telephone: 306-692-2787 · Facsimile: 306-692-3368
www.moosejawlibrary.ca

September 13, 2019

Jim Puffalt, City Manager
City of Moose Jaw
228 Main Street North
Moose Jaw SK S6H 3J8

Dear Mr. Puffalt:

RE: **2020 Operating Budget Estimates for the Public Library**

The Moose Jaw Public Library 2020 Operating Budget Estimates are enclosed. These estimates were approved by the Moose Jaw Public Library Board at their meeting on August 27, 2019. The budget estimates have been entered into the Hubble Budgeting software and the supporting documents have been uploaded.

The Public Libraries Act 1996, Regulation 17(3) requires representatives of the Moose Jaw Public Library Board to attend a City Council meeting to present these estimates. Please let us know when it would be appropriate for the presentation to take place.

Sincerely

Gwen Fisher
Head Librarian

Encl.

CC. Brian Acker, Director of Finance
Myron Gulka-Tiechko, City Clerk/Solicitor

RECEIVED
CLERK / SOLICITOR
SEP 17 2019
FILE NO.

City of Moose Jaw
MOOSE JAW PUBLIC LIBRARY BUDGET ESTIMATES
FOR THE YEAR 2020

		2019 PASSED BUDGET	2019 Projected Actuals	2020 Estimates
166 6015	**OFFICE EXPENSES**			
	Delivery and Postage	$2,330.00	$2,139.00	$2,330.00
	Commissionaire for Rentals	$2,000.00	$2,800.00	$3,000.00
	Copiers - lease	$4,500.00	$2,800.00	$3,000.00
	- CanCopy license	$375.00	$375.00	$375.00
	Copier paper	$2,180.00	$1,899.00	$2,000.00
	Advertising	$5,500.00	$5,326.00	$5,500.00
	Repairs & servicing rental equipmer	$500.00	$789.00	$700.00
	Replacement of small equipment	$1,000.00	$1,375.29	$1,300.00
	Miscellaneous	$200.00	$946.00	$200.00
	Computer Technical Assistance	$4,800.00	$4,689.00	$4,800.00
	Repairs of office equipment	$1,500.00	$1,476.00	$1,500.00
		$24,885.00	$24,614.29	$24,705.00
166 6016	**COMMUNICATIONS**			
	Telephones, fax, internet	$5,000.00	$4,711.72	$5,000.00
		$5,000.00	$4,711.72	$5,000.00
166 6025	**CONFERENCES AND PROGRAMS**			
	Conferences/training	$5,000.00	$4,710.00	$5,000.00
	Programming	$7,900.00	$7,636.70	$7,900.00
		$12,900.00	$12,346.70	$12,900.00
166 6027	**MEMBERSHIPS**	$200.00	$185.00	$200.00
166 6020	**EQUIPMENT RESERVE**	$44,134.00	$44,134.00	$45,017.00
	Subtotal	$87,119.00	$85,991.71	$87,822.00
166 6796	**PALLISER REGIONAL LIBRARY L**	$1,116,884.00	$1,116,884.00	$1,132,719.00
	SILS special levy	$14,403.00	$14,403.00	$14,403.00
		$1,131,287.00	$1,131,287.00	$1,147,122.00
	TOTAL	$1,218,406.00	$1,217,278.71	$1,234,944.00
	REVENUES			
5699	**Fines revenue**	$20,000.00	$16,623.00	$17,000.00
5693	**Library revenues (copiers)**	$4,500.00	$5,436.00	$4,500.00
5697	**Meeting room/theatre rental**	$1,200.00	$3,210.00	$3,200.00
5697	**Equipment rental**	$300.00	$300.00	$300.00
5697	**Commissionaire for Rentals**	$2,000.00	$2,800.00	$3,000.00
	TOTAL	$28,000.00	$28,369.00	$28,000.00
	Net requisition from City	$1,190,406.00	$1,188,276.44	$1,206,944.00

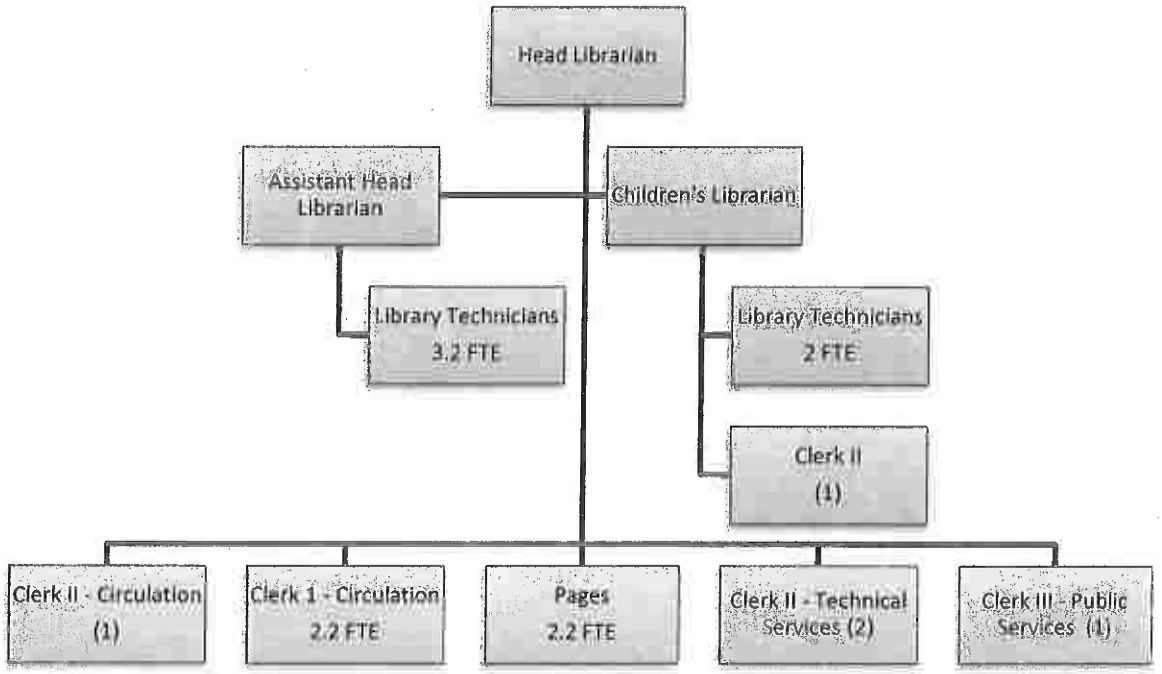
The Moose Jaw Public Library

Business Plan Executive Summary

Overview

The Moose Jaw Public Library serves the citizens of Moose Jaw and surrounding area. With service guided by the Saskatchewan Library's Act, the Moose Jaw Public Library's mandate is to provide Moose Jaw and area residents of all ages equitable access to informational, cultural, recreational and educational materials and programs. In so doing, the library serves as an addition to and extension of other educational systems to ensure opportunities for individual lifelong learning. The Library strives to partner with community organizations, groups and schools to offer community outreach programs and services.

Organizational Structure:



Work Plan Highlights

In 2020 the Library will focus on 3 priority areas:

The Library as a Space: In 2019 work was complete on ensuring the safety of the space by creating an Emergency Response Plan, Reviewing Emergency Procedures and creating Rules of Conduct. In 2020 the focus will be on making the space more welcoming by reviewing and planning budgeted and cost effective improvements to the Children's Library. The Library will also begin assessment of the rental spaces in the Library and investigate improvements that will enhance the experience of the space.

Lifelong Learning: The Library will prioritize the development of technology related learning opportunities, including greater access to Maker equipment. Opportunities for digital acquisitions to be added to the Collection will also be explored.

Organizational Effectiveness: The Library Board will complete a strategic planning cycle begun in 2019 taking into consideration the results from the Library's Community Needs Assessment and the City's Strategic Plan. Actions to improve organizational effectiveness will be implemented under the direction of the Library Board

Financial Summary:
The majority of the Library's initiatives will be carried out with existing resources. In order to achieve a Status Quo budget with no changes in programming an increase would be required in the following areas.

1. An increase to the levy is requested to accommodate staffing costs related to a projected Wage increase.

2. The Final area will be an increase of 2% to the Equipment Reserve Budget as requested by the City's Financial Services Department.

The Operating Estimates would require a 1.4% over 2019 funding levels.

Future Goals:
Under the guidance of the Moose Jaw Public Library Board and with the results from the 2019-2020 strategic plan the Library will find new ways to contribute to the education and wellbeing of this community.

City of
Moose Jaw

COMMUNICATION # -2019-0227

TITLE: **Third-Party Funding Group Presentations**

TO: **City Council**

FROM: **Department of Financial Services**

DATE: **November 4, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

1. THAT each of the groups present this evening be allowed to make a presentation to City Council.

2. THAT this report be referred to Budget deliberations.

TOPIC AND PURPOSE

The purpose of this report is to present the schedule for third-party group presentations and to transmit information provided by the groups for Council's consideration.

BACKGROUND

The City of Moose Jaw provides third-party funding to a number of groups. The funding for the majority of these groups have been established through agreements with the various parties. The City's long-standing practice has been to bring new agreements or revised agreements to City Council for approval. On an ongoing basis, unless specified in the agreement, the City has generally allowed third-party funding groups a cost of living increase annually. If the third-party groups fell within the cost of living increase, their funding request was included in the budget. If the third-party group requested funding beyond this level, they would be required to come before Council to provide support for their request and ultimately the level of funding would be a Council decision.

For 2020, City Council has indicated a desire to have all third-party funding groups appear before City Council to provide an overview of their services and their 2020 Budget request. As such a special Council Meeting on November 18, 2019 commencing at 5:30 p.m. in City Council Chambers has been scheduled for this to occur.

DISCUSSION

City Administration has identified the following third-party funding groups and invited them to attend the Special Council Meeting on November 18, 2019:

- **5:30 p.m. - Moose Jaw Board of Police Commissioners** – 2019 net operating funding of $9,809,647 and capital funding of $65,000 (see Letter of Transmittal for details of request)
- **5:50 p.m. - Moose Jaw Public Library** – 2019 net funding $1,190,406 (see Letter of Transmittal for details of request)
- **6:10 p.m. Tourism of Moose Jaw & Canada Day Committee** – 2019 funding $91,152 for Tourism of Moose Jaw and $2,484 for Canada Day Committee (see attachment for additional information)
- **6:30 p.m. Festival of Words** – 2019 funding $7,713 (see attachment for additional information)
- **6:45 p.m. Murals of Moose Jaw** – 2019 funding $13,158 (see attachment for additional information)
- **7:00 p.m. Cultural Centre Inc.** – 2019 program funding $157,509 and maintenance and operations funding of $219,433 (see attachment for additional information)
- **7:20 p.m. Art Museum –** 2019 program funding $134,800 and maintenance and operations funding of $258,310 (see attachment for additional information)
- **7:40 p.m. Sask Burrowing Owls** – 2019 funding $6,302 (see attachment for additional information)
- **7:55 p.m. Moose Jaw Airport Authority** – 2019 funding $146,646 (see attachment for additional information)
- **8:15 p.m. Moose Jaw Humane Society** – 2019 funding $22,539 (see attachment for additional information)
- **8:35 p.m. Wakamow Valley Authority** – 2019 Statutory levy $323,148 and landscape maintenance $4,726 (see attachment for additional information)
- **8:55 p.m. Moose Jaw and District Seniors** – 2019 funding $25,000 (see attachment for additional information)
- **9:15 p.m. Multicultural Council** - 2019 funding $2,000 (see attachment for additional information)
- **9:30 p.m. Moose Jaw River Watershed Stewards** – 2019 funding $10,000 (see attachment for additional information)

- **9:45 p.m. Cosmo Senior Citizens Association** – 2019 funding $0 (see attachment for additional information)

The third-party groups have been advised they have 10 minutes to present, which will be followed by questions from City Council.

FINANCIAL IMPLICATIONS

Decisions on funding levels for third-party groups will be made as part of budget deliberations and the budget adjusted accordingly.

PRESENTATION

VERBAL: x Each third-party organization will present their 2020 Budget request.

ATTACHMENTS

1. Tourism of Moose Jaw & Canada Day Committee.
2. Festival of Words.
3. Murals of Moose Jaw.
4. Cultural Centre Inc.
5. Art Museum.
6. Sask. Burrowing Owls.
7. Moose Jaw Airport Authority.
8. Moose Jaw Humane Society.
9. Wakamow Valley Authority.
10. Moose Jaw and District Seniors.
11. Multicultural Council.
12. Moose Jaw River Watershed Stewards.
13. Cosmo Senior Citizens Association.

REPORT APPROVAL

Written by: Brian Acker, B.Comm., CPA, CMA, Director of Financial Services
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Third Party Funding Groups - -2019-0227.docx
Attachments:	- Tourism of Moose Jaw and Canada Day Committee.pdf - Festival of Words.pdf - Murals of Moose Jaw.pdf - MJ Cultural Centre Inc.pdf - Art Museum.pdf - Sask Burrowing Owls.pdf - Moose Jaw Airport Authority.pdf - Moose Jaw Humane Society.pdf - Wakamow Valley Authority.pdf - MJ and District Seniors.pdf - MJ Multicultural Council.pdf - Moose Jaw River Watershed Stewards.pdf - Cosmo Senior Citizens Assoc.pdf
Final Approval Date:	Nov 12, 2019

This report and all of its attachments were approved and signed as outlined below:

Tracy Wittke

Jim Puffalt

Fraser Tolmie

TOURISM MOOSE JAW 2019 BUDGET

	2020 Budget	anuar	ebrua	Marc	April	May	June	July	Augus	ptemb	ctobe	vemb	Dece	YTD	2019 Actuals	2019 Budget	2020 YTD
Revenue Descriptions	Revenues															Revenues	
Municipal Fee For Service	$92,976.00													$0.00	$91,152.00	$91,153.32	
Federal Grants	$13,000.00													$0.00	$0.00	$12,000.00	
Provincial Grants - Summer Students	$0.00													$0.00	$0.00	$0.00	
Canada Day Grants	$7,500.00				##											$7,500.00	
Other Grants	$0.00													$0.00	$0.00	$0.00	
Total Grant Revenues:	**$113,476.00**	##	##	##	##	##	##	##	##	##	##	##	##	$3,600.00	**$91,152.00**	**$110,653.32**	
Mini-City Display Revenues	$14,000.00													$0.00	$7,825.00	$13,500.00	
Membership Revenues	$26,000.00													$0.00	$25,525.00	$26,000.00	
Merchandise Revenues	$60,000.00													$0.00	$57,201.80	$55,000.00	
Lease Revenue	$1,000.00													$0.00	$275.00	$2,000.00	
Donation Revenue	$1,000.00													$0.00	$44,871.38	$500.00	
Canada Day Donations	$11,000.00															$6,000.00	
Fundraising Revenue	$1,000.00													$0.00	$0.00	$2,500.00	
Tourism Miscellaneous Revenues	$4,000.00													$0.00	$5,388.98	$1,750.00	
Social Media Marketing Revenues	$5,000.00													$0.00	$0.00	$6,800.00	
Sidewalk Days Stipend	$4,000.00													$0.00	$0.00	$3,500.00	
Total Non-Grant Revenues:	**$127,000.00**	##	##	##	##	##	##	##	##	##	##	##	##	$0.00	**$45,272.84**	**$117,550.00**	
														$0.00	$0.00		
Trolley Ticket Sales	$42,000.00													$0.00	$34,944.05	$38,000.00	
Trolley Group Sales	$12,000.00													$0.00	$10,189.78	$8,000.00	
Trolley Ghost Tours	$30,000.00													$0.00	$29,057.10	$22,680.68	
Trolley Ad Revenues	$4,500.00													$0.00	$4,250.00	$4,500.00	
Trolley Interest Income	$100.00													$0.00	$0.00	$100.00	
Trolley Fundraising	$6,000.00													$0.00	$3,000.00	$2,500.00	
Total Trolley Revenues:	**$94,600.00**													$0.00	**$81,440.93**	**$75,780.68**	
														$0.00	**$0.00**		
Sidewalk Days Sponsorships	$14,000.00													$0.00	$10,773.81	$14,000.00	
Sidewalk Days Vendor Fees	$30,000.00													$0.00	$35,149.43	$30,000.00	
Total Sidewalk Days Revenues	**$44,000.00**													$0.00	**$45,923.24**	**$44,000.00**	
														$0.00	$0.00		
TOTAL REVENUES:	**$379,076.00**	###	###	###	###	###	###	###	###	###	###	###	###	$3,600.00	**$175,838.47**	**$347,984.00**	
														$0.00	$0.00		
														$0.00	$0.00		
														$0.00	$0.00		
														$0.00	$0.00		
	2020 Budget													$0.00	**$0.00**	**2019 Budget**	

Expense Descriptions														$0.00	$0.00		
Executive Director Salary	$55,560.00													$0.00	$36,000.00	$54,000.00	
Bookkeeper Contract	$8,500.00													$0.00	$2,000.00	$3,000.00	
Trolley Driver Wages	$14,000.00													$0.00	$13,225.17	$10,000.00	
Conductor Wages	$8,000.00													$0.00	$8,659.03	$7,000.00	
Summer Student Wages	$16,000.00													$0.00	$17,113.79	$15,000.00	
Ambassador Wages	$8,000.00													$0.00	$9,342.56	$7,000.00	
Visitor Centre Wages	$37,000.00													$0.00	$34,553.43	$35,000.00	
Maintenance Contracts	$2,500.00													$0.00	$1,145.75	$3,000.00	
MERC	$10,000.00													$0.00	$7,982.74	$9,000.00	
Benefits	$1,000.00													$0.00	$0.00	$1,000.00	
Professional Development	$1,500.00													$0.00	$895.00	$1,500.00	
Total Wages Expense:	**$162,060.00**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	$0.00	**$130,917.47**	**$145,500.00**	
														$0.00	**$0.00**		
Marketing: Print	$5,000.00													$0.00	$1,500.00	$5,000.00	
Marketing: General	$8,000.00													$0.00	$3,599.31	$5,000.00	
Membership Expense TMJ	$400.00													$0.00	$0.00	$500.00	
Mini-City Display Expense	$340.00													$0.00	$0.00	$340.00	
Christmas in October Expense	$1,131.00													$0.00	$0.00	$1,500.00	
Board Development	$750.00													$0.00	$0.00	$750.00	
Total Marketing Expense:	**$15,621.00**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	$0.00	**$0.00**	**$13,090.00**	
														$0.00	$0.00		
Accounting/Legal	$9,000.00													$0.00	$0.00	$7,500.00	
AGM Expense	$100.00													$0.00	$0.00	$100.00	
Bank Fees/Interest Charges/Credit Card	$1,600.00													$0.00	$630.09	$1,600.00	
Cash Over / Short	$25.00													$0.00	$18.51	$25.00	
Courier & Postage	$1,700.00													$0.00	$35.95	$1,700.00	
Loss/Theft *	$100.00													$0.00	$23.18	$100.00	
Equipment Lease & Repairs	$0.00													$0.00	$0.00	$0.00	
Insurance - Operations	$7,000.00													$0.00	$6,854.00	$6,500.00	
Janitorial Supplies	$2,500.00													$0.00	$147.85	$2,500.00	
Janitorial Removal	$750.00													$0.00	$66.85	$750.00	
Merchandise for Sale	$40,000.00													$0.00	$19,730.42	$35,019.00	
Freight	$1,500.00													$0.00	$259.64	$1,500.00	
Trade Show Expense	$3,000.00													$0.00	$0.00	$3,000.00	
Fundraising Expense	$1,500.00													$0.00	$0.00	$1,000.00	
Miscellaneous	$500.00													$0.00	$0.00	$500.00	
Strategic Plan	$500.00													$0.00	$0.00	$500.00	
Office Expenses	$2,000.00													$0.00	$1,120.32	$2,500.00	
Office Supplies	$900.00													$0.00	$650.63	$900.00	
Professional Memberships	$300.00													$0.00	$165.00	$300.00	
Staff Recognition	$500.00													$0.00	$38.95	$500.00	
Repair & Maintenance - Building	$8,500.00													$0.00	$6,408.23	$15,000.00	

Repair & Maintenance - Grounds	$6,500.00													$0.00	$4,988.51	$6,500.00	
Travel & Meals	$1,250.00													$0.00	$121.55	$1,250.00	
Website Expense	$500.00													$0.00	$293.12	$500.00	
Utilities - Sask. Tel	$4,500.00													$0.00	$1,830.87	$4,500.00	
Utilities - Sask. Power	$9,000.00													$0.00	$3,863.41	$9,000.00	
Utilities - Sask. Energy	$1,900.00													$0.00	$525.00	$1,900.00	
Utilities - Water	$1,500.00													$0.00	$653.01	$1,500.00	
Total Operations Expense:	**$107,125.00**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	$0.00	**$48,425.09**	**$106,644.00**	
														$0.00	$0.00		
Trolley - Fuel	$5,000.00													$0.00	$0.00	$6,000.00	
Trolley - Insurance	$2,500.00													$0.00	$0.00	$2,000.00	
Trolley - Marketing	$2,500.00													$0.00	$2,412.90	$3,000.00	
Trolley - Operating *	$4,000.00													$0.00	$528.57	$1,500.00	
Trolley - Repairs & Maintenance *	$15,000.00													$0.00	$16,008.50	$8,000.00	
Trolley - Telephone	$0.00													$0.00	$0.00	$0.00	
Trolley - Reserve	$8,800.00													$0.00	$0.00	$6,500.00	
Total Trolley Expenses:	**$37,800.00**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	**##**	$0.00	**$18,949.97**	**$27,000.00**	
														$0.00	$0.00		
Sidewalk Days Entertainment	$12,000.00													$0.00	$0.00	$11,000.00	
Sidewalk Days Children's Village	$11,000.00													$0.00	$0.00	$11,000.00	
Sidewalk Days Security & Clean Up	$3,370.00													$0.00	$0.00	$3,370.00	
Sidewalk Days Volunteer Costs	$1,600.00													$0.00	$0.00	$1,600.00	
Sidewalk Days Marketing	$3,500.00													$0.00	$0.00	$3,500.00	
Sidewalk Days Miscellaneous	$3,500.00													$0.00	$300.00	$3,500.00	
Sidewalk Days Fee to TMJ	$4,000.00													$0.00	$0.00	$4,000.00	
Deposits for following year	$5,000.00													$0.00	$0.00	$6,030.00	
Total Sidewalk Days Expenses	**$43,970.00**	**###**	**###**	**###**	**###**	**###**	**###**	**###**						$0.00	**$300.00**	**$44,000.00**	
Canada Day Programming	$2,000.00													$0.00	$0.00	$3,000.00	
Fireworks	$10,500.00													$0.00	$0.00	$10,500.00	
Total Sidewalk Days Expenses	**$12,500.00**	**###**	**###**	**###**	**###**	**###**	**###**	**###**						$0.00	**$600.00**	**$13,500.00**	
TOTAL EXPENSES:	**$379,076.00**	**###**	**###**	**###**	**###**	**###**	**###**							**$0.00**	**$117,473.75**	**$349,734.00**	
NET INCOME / LOSS:	$ -	**###**	**###**	**###**	**###**	**###**	**###**	**###**						$ 3,600.00	$ 58,364.72	$ (1,750.00)	

TOURISM MOOSE JAW 2019 BUDGET

	2019 Budget	January	February	March	April	May	June	July	August	ptem	ctob	vemb	Dece	YTD	2018 Budget	2018 YTD
Revenue Descriptions	Revenues														Revenues	
Municipal Fee For Service	$91,153.32	$ 44,683.00				$ 46,469.00								$91,152.00	$89,366.00	$89,366.00
Federal Grants	$12,000.00													$0.00	$10,000.00	$2,403.43
Provincial Grants - Summer Students	$0.00													$0.00	$0.00	$0.00
Canada Day Grants	$7,500.00				$ 3,500.00			$ 2,450.00						$5,950.00	$0.00	$15,685.00
Other Grants	$0.00													$0.00	$0.00	$0.00
Total Grant Revenues:	**$110,653.32**	**$ 44,683.00**	**$ -**	**$ -**	**$ 3,500.00**	**$ 46,469.00**	**$ -**	**$ 2,450.00**	**$ -**	**##**	**##**	**##**	**##**	$97,102.00	**$99,366.00**	$91,769.43
Mini-City Display Revenues	$13,500.00		$ 3,425.00			$ 4,400.00	$ 2,925.00							$10,750.00	$13,500.00	$11,116.67
Membership Revenues	$26,000.00	$ 24,000.00	$ 275.00	$ 400.00	$ 200.00		$ 350.00							$25,225.00	$26,000.00	$22,395.35
Merchandise Revenues	$55,000.00	$ 845.66	$ 533.12	$ 1,137.95	$ 3,049.09	$ 6,270.60	$ 9,560.95	$ 21,318.63	$ 17,046.66					$59,762.66	$52,000.00	$44,982.68
Lease Revenue	$2,000.00						$ 100.00		$ 175.00					$275.00	$2,000.00	$865.00
Donation Revenue	$500.00			$ 30.00	$ 64.49	$ 457.80	$ 149.12	$ 260.00						$961.41	$500.00	$440.00
Canada Day Donations	$6,000.00						$ 11,500.00							$11,500.00		$0.00
Fundraising Revenue	$2,500.00													$0.00	$2,500.00	
Tourism Miscellaneous Revenues	$1,750.00			$ 176.75	$ 7.38		$ 7.39	$ 19.39	$ 7.65					$218.56	$2,000.00	$219.07
Social Media Marketing Revenues	$6,800.00							$ 1,350.00						$1,350.00	$6,800.00	$1,947.00
Christmas In October	$1,750.00													$0.00	$15,000.00	$0.00
Sidewalk Days Stipend	$3,500.00													$0.00	$3,500.00	$0.00
Total Non-Grant Revenues:	**$119,300.00**	**$ 24,845.66**	**$ 4,233.12**	**$ 1,744.70**	**$ 3,320.96**	**$ 11,128.40**	**$ 24,592.46**	**$ 22,948.02**	**$ 17,229.31**	**##**	**##**	**##**	**##**	$110,042.63	**$123,800.00**	$81,965.77
														$0.00		$0.00
Trolley Ticket Sales	$38,000.00				$ 79.00	$ 4,153.50	$ 7,132.75	$ 11,995.50	$ 16,876.05	##				$42,470.05	$38,000.00	**$14,824.12**
Trolley Group Sales	$8,000.00		$ 150.00		$ 1,244.25	$ 2,919.00	$ 5,332.75	$ 1,817.00	$ 1,217.53	##				$13,704.28	$7,000.00	$7,981.23
Trolley Ghost Tours	$22,680.68				$ 136.00	$ 1,921.00	$ 4,573.00	$ 9,588.00	$ 12,397.10	##				$30,247.10	$22,000.00	$9,941.57
Trolley Ad Revenues	$4,500.00				$ 4,250.00									$4,250.00	$4,500.00	$4,350.00
Trolley Interest Income	$100.00													$0.00	$100.00	$51.90
Trolley Fundraising	$2,500.00					$ 585.00			$ 4,368.75					$4,953.75	$2,500.00	$0.00
Total Trolley Revenues:	**$75,780.68**	**$ -**	**$ 150.00**	**$ -**	**$ 5,709.25**	**$ 9,578.50**	**$ 17,038.50**	**$ 23,400.50**	**$ 34,859.43**	**##**	**##**	**##**	**##**	$95,625.18	**$74,100.00**	$37,148.82
														$0.00		$0.00
Sidewalk Days Sponsorships	$14,000.00				$ 1,500.00	$ 2,000.00	$ 5,773.81	$ 1,500.00						$10,773.81	$18,000.00	**$10,232.76**
Sidewalk Days Vendor Fees	$30,000.00		$ 9,955.31	$ 6,642.53	$ 5,433.59	$ 7,187.50	$ 4,154.41	$ 1,725.00						$35,098.34	$25,000.00	**$33,584.32**
Total Sidewalk Days Revenues	**$44,000.00**		$9,955.31	$6,642.53	$6,933.59	$9,187.50	$9,928.22	$3,225.00	$0.00	###	###	###	###	$45,872.15	**$43,000.00**	$43,817.08
														$0.00		$0.00
TOTAL REVENUES:	**$349,734.00**	**$69,528.66**	**$14,338.43**	**$8,387.23**	**$19,463.80**	**$76,363.40**	**$51,559.18**	**$52,023.52**	**$52,088.74**	**###**	**###**	**###**	**###**	$348,641.96	**$340,266.00**	**$254,701.10**
														$0.00		
														$0.00		
														$0.00		
														$0.00		
	2019 Budget													$0.00	**2018 Budget**	**2018 YTD**
Expense Descriptions														$0.00		
Executive Director Salary	$54,000.00	$ 4,333.33	$ 4,333.33	$ 4,333.33	$ 4,333.33	$ 4,333.33	$ 4,333.33	$ 4,333.33	$ 4,333.33					$34,666.64	$52,000.00	**$34,025.83**
Bookkeeper Contract	$3,000.00	$ 1,000.00			$ 1,000.00		$ 1,000.00							$3,000.00	$3,000.00	$2,125.00
Trolley Driver Wages	$10,000.00					$ 3,060.95	$ 2,512.56	$ 3,038.40	$ 5,025.08					$13,636.99	$10,000.00	$7,171.58
Conductor Wages	$7,000.00				$ 211.25	$ 546.00	$ 2,274.05	$ 3,153.04	$ 3,385.53					$9,569.87	$7,000.00	$5,422.74
Summer Student Wages	$15,000.00				$ 78.00	$ 2,859.67	$ 3,500.00	$ 3,500.00	$ 5,132.87					$15,070.54	$13,000.00	$15,668.10
Ambassador Wages	$7,000.00						$ 1,022.32	$ 2,863.53	$ 3,153.98					$7,039.83	$5,500.00	$10,244.50
Visitor Centre Wages	$35,000.00	$ 1,707.75	$ 2,260.98	$ 3,192.97	$ 2,484.88	$ 5,132.42	$ 5,093.56	$ 5,219.09	$ 5,351.30					$30,442.95	$35,000.00	$22,386.56
Maintenance Contracts	$3,000.00	$ 770.00			$ 147.00		$ 210.75	$ 793.00	$ 2,681.85					$4,602.60	$2,500.00	$4,312.85

MERC	$9,000.00	$ 358.09	$ 395.55	$ 577.15	$ 397.32	$ 1,451.15	$ 2,093.09	$ 2,266.32	$ 2,684.85					$10,223.52	$9,000.00	$6,260.41
Benefits	$1,000.00													$0.00	$1,000.00	$0.00
Professional Development	$1,500.00													$0.00	$2,000.00	$302.57
Total Wages Expense:	**$145,500.00**	**$ 8,169.17**	**$ 6,989.86**	**$ 8,103.45**	**$ 8,651.78**	**$ 17,383.52**	**$ 22,039.66**	**$ 25,166.71**	**$ 31,748.79**	**##**	**##**	**##**	**##**	$128,252.94	**$140,000.00**	**$107,920.14**
														$0.00		$0.00
Marketing: Print	$5,000.00					$ 1,500.00	$ 1,000.00	$ 79.51						$2,579.51	$5,000.00	$4,403.25
Marketing: General	$5,000.00		$ 264.67	$ 445.00	$ 1,097.64	$ 1,792.00	$ 221.01	$ 1,100.00						$4,920.32	$5,000.00	$4,435.78
Membership Expense TMJ	$500.00													$0.00	$600.00	$0.00
Mini-City Display Expense	$340.00						$ 1,272.00							$1,272.00	$340.00	$90.10
Christmas in October Expense	$1,500.00													$0.00	$13,000.00	$0.00
Board Development	$750.00													$0.00	$1,500.00	$187.95
Total Marketing Expense:	**$13,090.00**	**$ -**												$0.00	**$25,440.00**	**$9,117.08**
														$0.00		$0.00
Accounting/Legal	$7,500.00							$ 6,360.00						$6,360.00	$7,000.00	**$5,045.40**
AGM Expense	$100.00						$ 24.34							$24.34	$100.00	$0.00
Bank Fees/Interest Charges/Credit Card	$1,600.00	$ 105.33	$ 113.65	$ 128.41	$ 104.38	$ 178.32	$ 230.59	$ 401.01	$ 304.90					$1,566.59	$1,500.00	$1,967.24
Cash Over / Short	$25.00		$ (2.98)		$ 11.27	$ 10.22	$ (114.77)	$ 77.02						-$19.24	$25.00	$96.90
Courier & Postage	$1,700.00					$ 35.95	$ 127.34	$ 57.77	$ 45.15					$266.21	$1,500.00	$1,058.74
Loss/Theft *	$100.00					$ 23.18								$23.18	$100.00	$0.00
Equipment Lease & Repairs	$0.00													$0.00	$0.00	$0.00
Insurance - Operations	$6,500.00				$ 6,854.00		$ 83.74							$6,937.74	$6,000.00	$6,008.14
Janitorial Supplies	$2,500.00			$ 65.69		$ 82.16	$ 363.64	$ 306.93	$ 478.04					$1,296.46	$2,500.00	$1,846.50
Janitorial Removal	$750.00				$ 66.85		$ 125.39	$ 178.99	$ 232.37					$603.60	$1,000.00	$565.43
Merchandise for Sale	$35,019.00	$ 223.49	$ 379.13	$ 6,939.49	$ 4,728.31	$ 7,460.00	$ 3,454.83	$ 5,215.19	$ 6,534.97					$34,935.41	$33,051.00	$36,959.20
Freight	$1,500.00			$ 229.14	$ 2.50	$ 28.00	$ 6.36	$ 41.00	$ 28.00					$335.00	$1,800.00	$672.84
Trade Show Expense	$3,000.00													$0.00	$5,000.00	$601.88
Fundraising Expense	$1,000.00								$ 421.25					$421.25	$2,000.00	$40.00
Miscellaneous	$500.00						$ 134.74	$ 93.41	$ 23.21					$251.36	$500.00	$279.53
Strategic Plan	$500.00													$0.00	$750.00	$0.00
Office Expenses	$2,500.00		$ 1,061.05	$ 59.27				$ 297.34	$ 717.40					$2,135.06	$500.00	$515.59
Office Supplies	$900.00			$ 148.39	$ 225.98	$ 276.26	$ 132.52							$783.15	$800.00	$674.53
Professional Memberships	$300.00				$ 165.00									$165.00	$350.00	$193.57
Staff Recognition	$500.00			$ 38.95			$ 20.00	$ 16.18						$75.13	$500.00	$0.00
Repair & Maintenance - Building	$15,000.00	$ 6,185.10				$ 223.13	$ 4,773.68	$ 564.08						$11,745.99	$4,000.00	$2,760.15
Repair & Maintenance - Grounds	$6,500.00	$ 4,876.00				$ 112.51	$ 140.00	$ 53.00	$ 884.41					$6,065.92	$6,500.00	$2,244.80
Travel & Meals	$1,250.00	$ 42.85		$ 38.70		$ 40.00	$ 231.68		$ 272.17					$625.40	$1,500.00	$76.99
Website Expense	$500.00		$ 293.12						$ 16.96					$310.08	$500.00	$319.11
Utilities - Sask. Tel	$4,500.00	$ 370.21	$ 371.48	$ 343.75	$ 364.22	$ 381.21	$ 479.24	$ 506.84	$ 526.39					$3,343.34	$4,500.00	$3,076.49
Utilities - Sask. Power	$9,000.00	$ 764.32	$ 764.32	$ 764.32	$ 765.17	$ 805.28	$ 773.94	$ 753.57	$ 1,529.19					$6,920.11	$9,000.00	$5,872.89
Utilities - Sask. Energy	$1,900.00	$ 105.00	$ 105.00	$ 105.00	$ 105.00	$ 105.00	$ 105.00	$ 266.87	$ 105.00					$1,001.87	$1,900.00	$868.77
Utilities - Water	$1,500.00			$ 324.88	$ 328.13		$ 40.44							$693.45	$1,700.00	$179.22
Total Operations Expense:	**$106,644.00**	**$ 12,672.30**	**$ 3,084.77**	**$ 9,185.99**	**$ 13,720.81**	**$ 9,761.22**	**$ 11,132.70**	**$ 15,189.20**	**$ 12,119.41**	**##**	**##**	**##**	**##**	$86,866.40	**$94,576.00**	**$67,927.91**
														$0.00		$0.00
Trolley - Fuel	$6,000.00						$ 604.23	$ 1,299.53	$ 1,666.17					$3,569.93	$7,000.00	**$1,023.23**
Trolley - Insurance	$2,000.00							$ 800.00						$800.00	$3,100.00	$1,482.94
Trolley - Marketing	$3,000.00			$ 65.78	$ 2,347.12		$ 45.00	$ 146.38						$2,604.28	$2,000.00	$1,300.00
Trolley - Operating	$1,500.00				$ 500.00	$ 28.57	$ 312.33	$ 576.74	$ 776.18					$2,193.82	$1,000.00	$2,150.00
Trolley - Repairs & Maintenance	$8,000.00					$ 16,008.50	$ 2,071.05	$ 597.26	$ 393.42					$19,070.23	$17,000.00	$12,000.00
Trolley - Telephone	$0.00													$0.00	$0.00	$0.00
Trolley - Reserve	$6,500.00								$ 2,500.00					$2,500.00	$7,150.00	$0.00
Total Trolley Expenses:	**$27,000.00**	**$ -**	**$ -**	**$ 65.78**	**$ 2,847.12**	**$ 16,037.07**	**$ 3,032.61**	**$ 3,419.91**	**$ 5,335.77**	**##**	**##**	**##**	**##**	$30,738.26	**$37,250.00**	**$17,956.17**
														$0.00		$0.00
Sidewalk Days Entertainment	$11,000.00						$ 8,586.76	$ 225.00						$8,811.76	$10,750.00	$11,403.00

Sidewalk Days Children's Village	$11,000.00						$ 3,244.84	$ 6,077.18						$9,322.02	$10,750.00	$10,783.21
Sidewalk Days Security & Clean Up	$3,370.00						$ 2,631.80	$ 307.19						$2,938.99	$3,370.00	$3,254.67
Sidewalk Days Volunteer Costs	$1,600.00						$ 285.61	$ 477.48						$763.09	$1,600.00	$726.48
Sidewalk Days Marketing	$3,500.00						$ 3,034.80	$ 714.00						$3,748.80	$3,500.00	$4,466.02
Sidewalk Days Miscellaneous	$3,500.00					$ 300.00	$ 2,661.09	$ 828.50						$3,789.59	$3,500.00	$3,438.45
Sidewalk Days Fee to TMJ	$4,000.00													$0.00	$3,500.00	$0.00
Deposits for following year	$6,030.00													$0.00	$6,030.00	$0.00
Total Sidewalk Days Expenses	**$44,000.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$300.00**	**$20,444.90**	**$8,629.35**						$29,374.25	**$43,000.00**	**$34,071.83**
Canada Day Programming	$3,000.00					$ 2,945.83	$ 556.50	$ 353.68						$3,856.01	$0.00	$3,170.00
Fireworks	$10,500.00					$ 10,000.00								$10,000.00	$0.00	$8,715.00
Total Canada Day Expenses	**$13,500.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$12,945.83**	**$556.50**	**$353.68**	**$0.00**	**###**	**###**	**###**	**###**	**$13,856.01**	**$61,130.00**	**$11,885.00**
TOTAL EXPENSES:	**$349,734.00**	**$20,841.47**	**$10,074.63**	**$17,355.22**	**$25,219.71**	**$43,481.81**	**$56,649.87**	**$52,405.17**	**$49,203.97**					**$275,231.85**	**$340,266.00**	**$248,878.13**
NET INCOME / LOSS:	$ -	**$48,687.19**	**$4,263.80**	**-$8,967.99**	**-$5,755.91**	**$32,881.59**	**-$5,090.69**	**-$381.65**	**$2,884.77**	**###**	**###**	**###**	**###**	$ 73,410.11	$ -	

FINANCIAL STATEMENTS

Tourism Moose Jaw Inc.

Moose Jaw, Saskatchewan

December 31, 2018

BTN

Professional Accountants

Benson
Trithardt
Noren Professional Accountants
MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT

To: The Members of
Tourism Moose Jaw Inc.

Qualified Opinion

We have audited the financial statements of Tourism Moose Jaw Inc., which comprise the statement of financial position as at December 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2018, and its results of its operations and its cash flows for the year then ended in accordance with Accounting Standards for Not-for-Profit Organizations (ASNPO).

Basis for Qualified Opinion

We were not able to observe the counting of the physical inventories at the beginning or end of 2018 or satisfy ourselves concerning those inventory quantities by alternative means.

Since opening and ending inventories affect the determination of the results of operations and cash flows, we were unable to determine whether adjustments to the results of operations and cash flows might be necessary for the year ended December 31, 2018. Our audit opinion on the financial statements for the year ended December 31, 2018 is qualified accordingly because of the possible effects of this limitation in scope as well as the possible effects of this matter on the comparability of the current period's figures and the comparative information.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Other Matter

The financial statements of the Company for the year ended December 31, 2017 were not audited, however, they were reviewed.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Benson
Trithardt
Noren Professional Accountants
MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT, continued

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Benson
Trithardt
Noren Professional Accountants
MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT, continued

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing to would reasonably be expected to outweigh the public interest benefits of such communication.

Moose Jaw, Saskatchewan
May 30, 2019

Benson Trithardt Noren
Professional Accountants

Tourism Moose Jaw Inc.

STATEMENT OF FINANCIAL POSITION
As at December 31, 2018

	2018	2017
ASSETS		
CURRENT		
Cash	$ 52,066	$ 57,443
Term deposits (note 3)	35,187	30,381
Accounts receivable (note 4)	32,815	15,720
Inventories (note 5)	16,261	13,065
	136,329	116,609
PROPERTY, PLANT AND EQUIPMENT (note 6)	587,734	613,808
	$ 724,063	$ 730,417
LIABILITIES		
CURRENT		
Accounts payable (note 7)	$ 13,608	$ 22,203
Unearned revenue (note 8)	23,668	12,125
Deferred contributions (note 9)	39,592	30,000
	76,868	64,328
INVESTMENT IN CAPITAL ASSETS (note 10)	587,734	613,808
NET ASSETS	59,461	52,281
	647,195	666,089
	$ 724,063	$ 730,417

See accompanying notes

BTN
Professional Accountants

Tourism Moose Jaw Inc.

STATEMENT OF CHANGES IN NET ASSETS
For the year ended December 31, 2018

	2018	2017
NET ASSETS, BEGINNING OF YEAR	$ 52,281	$ 29,318
DEFICIENCY OF REVENUES OVER EXPENDITURES FOR THE YEAR	(18,894)	(349)
	33,387	28,969
NET TRANSFER FROM INVESTMENT IN CAPITAL ASSETS	26,074	23,312
NET ASSETS, END OF YEAR	$ 59,461	$ 52,281

See accompanying notes

BTN
Professional Accountants

Tourism Moose Jaw Inc.

STATEMENT OF OPERATIONS
For the year ended December 31, 2018

	2018	2017
REVENUES		
Contributions	$ 131,686	$ 122,540
Merchandise sales	53,477	52,548
Sidewalk days revenue	43,637	48,050
Trolley revenue	35,777	62,872
Membership sales	29,088	23,690
Advertising	14,520	26,798
Lease revenue	1,185	989
Art guild revenue	405	555
Miscellaneous revenue	173	-
	309,948	338,042
COST OF SALES	37,394	35,633
GROSS MARGIN	272,554	302,409
EXPENDITURES		
Wages and benefits	132,866	131,431
Merchandise expense	31,552	27,877
Trolley expense	26,733	48,427
Utilities	16,528	19,018
Repairs and maintenance	5,676	14,496
Insurance	4,025	3,365
Office and administration	9,243	5,435
Interest and bank charges	2,977	3,651
Bad debts	1,263	551
Professional fees	4,865	3,854
Marketing and local emphasis	26,100	13,547
Janitorial services	3,227	3,295
Memberships	319	323
Amortization	26,074	27,488
	291,448	302,758
DEFICIENCY OF REVENUES OVER EXPENDITURES FOR THE YEAR	$ (18,894)	$ (349)

See accompanying notes

BTN
Professional Accountants

Tourism Moose Jaw Inc.

STATEMENT OF CASH FLOWS
For the year ended December 31, 2018

	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES		
Deficiency of revenues over expenditures for the year	$ (18,894)	$ (349)
Item not affecting cash		
Amortization	26,074	27,488
	7,180	27,139
Change in non-cash working capital items		
Accounts receivable	(17,095)	(13,773)
Inventories	(3,196)	(6,701)
Accounts payable	(8,595)	8,392
Unearned revenue	11,543	9,320
Deferred contributions	9,592	20,000
	(571)	44,377
CASH FLOWS FROM INVESTING ACTIVITY		
Purchase of property, plant and equipment	-	(4,176)
CASH FLOWS FROM FINANCING ACTIVITIES		
Investment in capital assets	(26,074)	(23,312)
Net transfer from investment in capital assets	26,074	23,312
	-	-
NET INCREASE (DECREASE) IN CASH	(571)	40,201
CASH, BEGINNING OF YEAR	87,824	47,623
CASH, END OF YEAR	$ 87,253	$ 87,824
CASH CONSISTS OF:		
Cash	$ 52,066	$ 57,443
Term deposits	35,187	30,381
	$ 87,253	$ 87,824

See accompanying notes

BTN
Professional Accountants

Tourism Moose Jaw Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2018

1. NATURE OF OPERATIONS

Tourism Moose Jaw Inc. is a not-for-profit organization incorporated under the Business Corporations Act of Saskatchewan. The organization was formed to work in co-operation with local business to promote the City of Moose Jaw.

The organization enjoys tax-exempt status as a not-for-profit organization under Paragraph 149(1)(f) of the Income Tax Act.

2. BASIS OF ACCOUNTING AND SIGNIFICANT ACCOUNTING POLICIES

The organization applies the Canadian accounting standards for not-for-profit organizations.

Revenue recognition
a) Contributions
Revenue from contributions is recognized using the deferral method. Under this method, restricted contributions are recognized in the period the related expenses are incurred or their restrictions are met. Contributions for depreciable property, plant and equipment are deferred and amortized on the same basis as the underlying asset. Unrestricted contributions are recognized as revenue when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

b) Membership sales
Membership fees are set annually by the Board of Directors and are recognized as revenue proportionately over the fiscal year to which they relate.

c) Merchandise, Trolley and Mini-City Display Advertising revenues
Revenue is recognized at the time of shipment, when the service is rendered, or proportionately over the period in which the advertising is displayed, depending on the nature of the the product or service.

d) Lease revenue
The organization records rental revenue on a monthly basis as per the rental agreement.

e) Sidewalk Days revenue
Revenue from Sidewalk Days is recognized as received or receivable. Vendor fees are receivable at the time the vendor registers for the event.

Inventories

Inventories are measured at the lower of cost and net realizable value, with cost bein determined using the purchase cost method. Net realizable value is the estimated selling price in the ordinary course of business, less any applicable variable selling costs.

Property, plant and equipment
Property, plant and equipment are recorded at cost. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the property, plant and equipment over their estimated useful lives. The annual amortization rates are as follows:

Tourism Moose Jaw Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2018

2. BASIS OF ACCOUNTING AND SIGNIFICANT ACCOUNTING POLICIES, continued

Property, plant and equipment, continued

Buildings	4%
Equipment	20%
Paving	4%
Displays	20%
Computer equipment	30%
Signs	35%

Financial instruments

(i) Measurement of financial instruments

The organization initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The organization subsequently measures its financial assets and financial liabilities at amortized cost. Financial assets measured at amortized cost include cash, accounts receivable and term deposits. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

(ii) Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of possible impairment. When a significant adverse change has occured during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in net income.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the balance sheet date and the reported amounts of revenues and expenses during the year. Significant areas where management uses estimates include valuation of inventories, accounts receivable and in the determination of the useful lives of property, plant and equipment. Actual results could differ from those estimates.

Tourism Moose Jaw Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2018

3. TERM DEPOSITS

	2018	2017
Royal Bank GIC, maturing May 1, 2018, interest accruing at 0.65% per annum.	$ -	$ 10,381
Conexus Credit Union GIC, maturing November 6, 2019, interest accruing at 2.4% per annum.	35,187	20,000
	$ 35,187	$ 30,381

Term deposits are measured at amortized cost. The investments mature within the next year, and therefore are classified as current.

4. ACCOUNTS RECEIVABLE

	2018	2017
Trade receivables	$ 32,815	$ 15,846
Allowance for doubtful accounts	-	(126)
	$ 32,815	$ 15,720

During the year, the organization recorded impairments of $1,263 (2017 - $551). This amount is included in bad debt expense.

5. INVENTORIES

	2018	2017
Merchandise	$ 16,261	$ 13,065

Inventories of merchandise is comprised of specialty foods, souvenirs, plush toys, and clothing. The amount of inventories recognized as an expense during the year was $31,552 (2017 - $27,877). During the year, there was an adjustment of $nil for impairment to inventories due to obsolescence.

Tourism Moose Jaw Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2018

6. PROPERTY, PLANT AND EQUIPMENT

			2018	2017
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Buildings	$ 1,060,206	$ 490,515	$ 569,691	$ 593,428
Equipment	50,575	46,491	4,084	5,105
Trolley	174,051	174,051	-	-
Paving	18,761	8,166	10,595	11,036
Displays	71,886	68,649	3,237	4,047
Computer equipment	9,761	9,732	29	41
Signs	21,405	21,307	98	151
	$ 1,406,645	$ 818,911	$ 587,734	$ 613,808

Amortization for the year amounted to $26,074 (2017 - $27,488).

7. ACCOUNTS PAYABLE

	2018	2017
Trade payables	$ 4,055	$ 7,275
PST payable	4,025	3,086
GST payable	3,778	7,249
Credit card payable	-	1,370
Vacation payable	1,750	1,553
Payroll deductions payable	-	1,670
	$ 13,608	$ 22,203

8. UNEARNED REVENUE

During the year, the organization received funds totalling $23,668 (2017 - $12,125) for memberships and advertising relating to the 2019 year.

Tourism Moose Jaw Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2018

9. DEFERRED CONTRIBUTIONS

a) Deferred contributions relating to funds received but restricted to the operations of the trolley:

	2018	2017
Balance at the beginning of the year	$ 5,000	$ 10,000
Amounts spent and recognized as revenue in the year	(5,000)	(5,000)
	$ -	$ 5,000

b) Deferred contributions relating to funds received but restricted to maintenance and improvement of Mac the Moose:

	2018	2017
Balance at the beginning of the year	$ 25,000	$ -
Contributions received during the year	14,592	25,000
Amounts spent and recognized as revenue in the year	-	-
	$ 39,592	$ 25,000

10. INVESTMENT IN CAPITAL ASSETS

Changes in the amounts invested in capital assets are as follows:

	2018	2017
Balance, beginning of year	$ 613,808	$ 641,212
Amortization	(26,074)	(27,404)
	$ 587,734	$ 613,808

11. FINANCIAL INSTRUMENTS

The organization is exposed to various financial risks through transactions in financial instruments. The following provides helpful information in assessing the extent of the organization's exposure to these risks.

(a) Fair value

The fair value of current financial assets and current financial liabilities approximates their carrying value due to their short-term maturity dates. The fair value of long-term financial liabilities approximates their carrying value based on the presumption that the organization is a going concern and thus expects to fully repay the outstanding amounts.

Tourism Moose Jaw Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended December 31, 2018

11. FINANCIAL INSTRUMENTS, continued

(b) Currency risk
Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The organization does not regularly transact in foreign currency, and does not use foreign exchange contracts to mitigate the currency risk.

(c) Credit risk
Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's main credit risk relates to its accounts receivable. The organization reduces this risk by regularly reviewing credit policies and limiting the amount of credit extended when necessary. Management believes concentrations of credit risk with respect to accounts receivable is limited due to the large number of smaller customers.

(d) Liquidity risk
Liquidity risk is the risk that the organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities. Management regularly reviews cash flows from operations to mitigate liquidity risk.

(e) Interest rate risk
nterest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk on its fixed interest rate financial instruments. The primary objective of the organization with respect to its investments is to ensure the security of principal amounts invested and provide for a high degree of liquidity, while achieving a satisfactory investment return.

(f) Changes in risk
There have been no changes in the organization's risk exposures from the prior year.

12. COMPARATIVE AMOUNTS

The financial statements for the year ended December 31, 2017 were not audited and are presented for comparative purposes only. The December 31, 2017 financial statements were reviewed.

THIS AGREEMENT MADE THIS 22 DAY OF July , A.D. 2003

BETWEEN:

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW

(hereinafter referred to as the "City")

AND:

TOURISM MOOSE JAW INC.

(hereinafter referred to as the "Tourism Moose Jaw")

FEE FOR SERVICE AGREEMENT

(TOURISM SERVICES)

WHEREAS the City of Moose Jaw acknowledges the important role of tourism in the Moose Jaw economy;

AND WHEREAS the City wishes to support, promote and expand the tourism industry in the City and to provide a broad range of helpful and timely services and information to tourists, travellers, and new members of the community;

AND WHEREAS the Tourism Moose Jaw is a non-profit organization formed for the purpose of supporting the growth of Moose Jaw's tourism industry and for the purpose of services and information to tourists, travellers, new members of the community, and the organizers of local community events;

AND WHEREAS the City of Moose Jaw wishes to retain the services of Tourism Moose Jaw to provide the tourism services provided for within this Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH AS FOLLOWS:

COPY

1. INTERPRETATION AND SCHEDULES

1.1 In the recital to this Agreement and in this Agreement:

(a) the term "**City Council**" means the elected officials of the City of Moose Jaw;

(b) the term "**Strategic Plan**" means the plan referred to in Article 2.2.

2. TOURISM SERVICES

2.1 During the term of this Agreement, Tourism Moose Jaw undertakes and agrees to provide all reasonable and necessary services for the purpose of supporting the growth of Moose Jaw's tourism industry and to provide helpful and timely services and information to tourists, travellers, new members of the community and the organizers of local community events.

2.2 Each year during the term of this Agreement, Tourism Moose Jaw undertakes and agrees to prepare a plan setting out the strategic planning priorities for Tourism Moose Jaw.

2.3 During the term of this Agreement, Tourism Moose Jaw undertakes and agrees to provide the following specific services:

(a) Tourism Moose Jaw shall maintain its head office within the corporate limits of the City of Moose Jaw.

(b) Tourism Moose Jaw shall promptly respond to all enquiries seeking information about the City of Moose Jaw, its features and attractions.

(c) Tourism Moose Jaw shall diligently pursue the priorities set forth in the Strategic Plan, through aggressive promotion of the City of Moose Jaw in partnership with compatible businesses and marketing groups in the Moose Jaw region.

(d) Tourism Moose Jaw shall solicit and provide editorial content to all media promoting the City of Moose Jaw.

(e) Tourism Moose Jaw shall provide and promote tours, educational opportunities and tools.

(f) Tourism Moose Jaw shall maintain current membership in the following associations and representative bodies:

(i) Tourism Saskatchewan

(ii) Southwest Saskatchewan Region

(iii) Moose Jaw Regional Economic Development Authority

(g) Tourism Moose Jaw shall promote the City of Moose Jaw through the production of:

(i) Visitor Services Guide and Directory;

(ii) Tourist Information Map.

(h) Tourism Moose Jaw shall monitor and evaluate the priorities set forth in the Strategic Plan and shall periodically report to the City on client contacts and marketing activities.

3. REPRESENTATION ON TOURISM BOARD OF DIRECTORS

3.1 During the term of this Agreement, one member of City Council and the City of Moose Jaw's Director of Parks and Recreation, or his designate, shall serve as, and enjoy the full voting privileges on, the Board of Directors of Tourism Moose Jaw.

4. FUNDING BY THE CITY

4.1 The City agrees, during the term of this Agreement, to provide Tourism Moose Jaw with annual funding in the amount of ~~$54,500.~~ 2009 ~~$58,995.00~~ 61,858.00 $57,500.00 SDS

4.2 The City shall reimburse Tourism Moose Jaw an amount equal to the cost incurred by Tourism Moose Jaw to maintain the City of Moose Jaw's membership in the Saskatchewan Tourism Association.

4.3 In addition to the annual funding provided for in Article 4.1, the City may retain Tourism Moose Jaw to provide additional or supplementary services and may agree to provide additional funding in consideration therefore, in which case such additional funding shall be distributed together with the annual funding.

4.4 The annual funding provided for in Article 4.1, together with any additional sums payable pursuant to Articles 4.2 and/or 4.3, shall be payable to the Tourism Moose Jaw as follows:

(a) 50% of annual funding for the calendar year payable on or before January 3 of the current funding year; and

(b) 50% of the annual funding for the calendar year payable on or before July 4th of the current funding year, plus any additional funding agreed to by City Council pursuant to Article 4.3.

5. DISCLOSURE OF INFORMATION

5.1 The Tourism Moose Jaw shall provide the City with copies of the following documents promptly upon the following events:

(a) the annual budget for Tourism Moose Jaw, upon approval by the Board of Directors;

(b) all audited financial statements, upon approval by the membership of Tourism Moose Jaw;

(c) all activity reports tracking projects and client interactions, including marketing activities, upon production;

(d) the approved Strategic Plan.

5.2 In addition to the information set forth in Article 5.1, the Tourism Moose Jaw shall provide the City with copies of the following upon request by the City:

(a) minutes of all regular and special meetings of the Board of Directors of Tourism Moose Jaw;

(b) any financial or other documents or information related to the activities or services provided pursuant to the terms of this Agreement or any other supplemental or additional services acquired by the City.

6. TERM OF AGREEMENT

6.1 The term of this Agreement shall be for an initial period of three (3) years, commencing January 1, 2003 and continuing until December 31, 2005.

6.2 Unless notice of termination is provided by either party in accordance with the terms of this Agreement, this Agreement shall automatically renew for successive one (1) year terms, commencing January 1 and continuing until December 31 of that same year.

6.3 Either party may terminate this Agreement:

(a) at the end of the initial period, by providing ninety (90) days' notice to the other party prior to the end of that term; or

(b) at the end of any successive term thereafter, by providing ninety (90) days' notice to the other party prior to the end of that term.

7. BINDING AGREEMENT

7.1 This Agreement and the development standards, terms and conditions contained herein shall apply to, and be binding upon, the parties hereto and their successors, administrators, executors and assigns, and each of them.

8. INTERPRETATIONS

8.1 This Agreement shall for all purposes be construed and interpreted according to the laws of the Province of Saskatchewan and any cause of action arising under or by virtue of this Agreement shall be deemed to have arisen at the City of Moose Jaw in the Province of Saskatchewan and any such cause of action shall be tried in the Judicial Centre in which the City of Moose Jaw is situated.

IN WITNESS WHEREOF the **Tourism Moose Jaw Inc.** has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers on the day and year first above written.

TOURISM MOOSE JAW INC.

PRESIDENT

VICE-PRESIDENT

IN WITNESS WHEREOF the **Municipal Corporation of the City of Moose Jaw** has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers on the day and year first above written.

THE MUNICIPAL CORPORATION OF CITY OF MOOSE JAW

MAYOR

CITY CLERK

THIS LEASE MADE THE 31 DAY OF JULY, A.D. 2002.

BETWEEN:

THE MUNICIPAL CORPORATION OF
THE CITY OF MOOSE JAW
(hereinafter referred to as the "Landlord")
OF THE FIRST PART

AND:

TOURISM MOOSE JAW INC.
(hereinafter referred to as the "Tenant")
OF THE SECOND PART

LEASE AGREEMENT

WHEREAS the Landlord is the owner of the land comprising Parcel "B" shown in the Plan of Survey attached hereto as Schedule "A" (hereinafter referred to as the "Land");

AND WHEREAS the Tenant wishes to develop a tourist information centre on the Land and the Landlord wishes to facilitate the same;

AND WHEREAS the Land is zoned M.5 Industrial Zone (Light-Medium Industrial Park) and must be rezoned C.4 Commercial Zone (Restricted Highway Service) to accommodate the tourist information centre;

AND WHEREAS the Land is presently not serviced;

NOW THEREFORE in consideration of the covenants and agreements contained herein the parties hereto agree as follows:

1. LEASE

1.1 Subject to the registration of the Plan of Survey shown in Schedule "A" and to the rezoning of the Land to accommodate a tourist information centre, the Landlord leases the Land to the Tenant. The registration of the Plan of Survey and the rezoning of the Land are conditions precedent to this Lease.

2. TERM

2.1 The term of this lease shall continue for so long as the Tenant complies with Tenant's construction obligation, provided for by Article 6.1 hereof (hereinafter, the Land and the building constructed pursuant to Article 6.1 shall be referred to as the "the Premises") and, thereafter, for so long as the Premises are used in accordance with the terms of this lease (hereinafter referred to as the "Term").

3. RENT

3.1 The rent shall be one dollar ($1.00) per year payable annually in advance, in the first instance upon the execution of this lease and, thereafter, on or before the anniversary of the execution.

4. SERVICING

4.1 The Landlord shall construct a paved road to access the Land from Thatcher Drive in the City of Moose Jaw, including curbs and gutters, and shall construct a subsurface water main along the road. The Tenant shall pay sixty-five thousand dollars ($65,000.00) to the Landlord for constructing the road and water main. The payment shall be due when this Lease is executed.

5. SUBDIVISION AND REZONING

5.1 The Landlord shall do everything within its control to effect the registration of the Plan of Survey shown in Schedule "A" and to rezone the Land in order to accommodate the tourist information centre; provided however, the Tenant acknowledges that the Landlord must act in the public interest and agrees that the Landlord shall not be liable to the Tenant if the Landlord declines to proceed with the proposed subdivision or rezoning.

6. TENANT'S CONSTRUCTION

6.1 Immediately after the Land is rezoned, the Tenant shall construct a building on the Land to house the tourist information centre. The building shall consist of office, meeting and display areas and shall be developed as a first class facility. The portion of the Land that is not occupied by the building shall be developed to provide paved parking that is

adequate for the purposes of the tourist information centre and landscaped in a manner befitting a first class facility. The value of the building and development of the remainder of the Land shall exceed five hundred thousand dollars ($500,000.00).

7. OWNERSHIP OF THE BUILDING

7.1 The building constructed pursuant to the Tenant's construction obligation, provided for by Article 6.1, shall be the property of the Tenant throughout the Term. At the conclusion of the Term or upon the earlier determination of this lease, the building shall automatically become the property of the Landlord.

8. TENANT'S COVENANTS

8.1 The Tenant covenants with the Landlord:

(1) **Rent**: to pay the rent in the manner and at the time specified herein;

(2) **Utilities**: to pay all charges for utilities provided to the Premises including, but not limited to, gas, electricity and water;

(3) **Maintenance and Repairs**: to retain the building on the Land throughout the Term and to keep the Premises in a good state of repair and the Land in a neat and tidy condition and free of weeds;

(4) **Property Insurance**: to insure the building to the extent of its insurable value and to do nothing nor suffer anything whereby the policy of insurance may be vitiated and to pay all premiums and sums of money for such purposes when due; the insurance policy shall stipulate that the insurer shall provide thirty (30) days' written notice to the City of any amendment, non-renewal or cancellation of the policy; and, upon obtaining the insurance, the Tenant shall submit to the City an insurance certificate relating to policy;

(5) **Entry by Landlord**: to permit the Landlord, its servants or agents to enter upon the Premises at any time and from time to time for the purpose of inspecting the Premises, and the Tenant is not entitled to compensation for any inconvenience, nuisance or discomfort occasioned thereby;

(6) **Assigning, subletting or pledging**: not to assign, sublet, pledge as security or part with possession of any part of the Premises without the written consent of the Landlord;

(7) **Use of Premises**:

(a) not to use the Premises except for the purpose of a tourist information centre including the promotion of tourism in the City of Moose Jaw and not to carry on or permit to be carried on therein any other trade or business;

(b) not to do or omit to do or permit to be done or omitted anything, upon the Premises which causes the rate of insurance upon the building to be increased;

(c) if any insurance policy upon the building is cancelled by the insurer as a result of the use or occupation of the Premises by the Tenant or by any assignee or subtenant of the Tenant or by anyone permitted by the Tenant to be upon the Premises, the Landlord may at its option determine this Lease forthwith by leaving upon the Premises notice in writing of its intention to terminate and thereupon rent and any other payments for which the Tenant is liable under this Lease shall be apportioned and paid in full to the date of the determination and the Tenant shall immediately deliver up possession of the Premises to the Landlord and the Landlord may re-enter and take possession of them;

(8) **Observance of law**: in its use and occupation of the Premises, not to violate any law or ordinance or any order, rule, regulation or requirement of any federal, provincial or municipal government and any department, commission, board or officer thereof;

(9) **Waste and nuisance**: not to do or suffer any waste or damage, disfiguration or injury to the Premises or the fixtures and equipment or permit or suffer any overloading of the floors; and not to use or permit the use of any part of the Premises for any dangerous, noxious or offensive trade or business and not to cause or maintain any nuisance in, at or on the Premises;

(10) **Indemnity**: to indemnify the Landlord against all claims by any person, firm, or corporation arising from the conduct of work by or through any act of negligence of the Tenant or any assignee, subtenant, agent, contractor, servant, employee or licensee of the Tenant, and against all costs, counsel fees, expenses and liabilities incurred in any claim, action or proceeding brought thereon;

(11) **Liability Insurance**: to secure and maintain public liability insurance against all claims for damage or injury to person or property or for loss of life occurring on the Premises or the area adjacent thereto in the amount of $2,000,000.00 per occurrence (such limit to be reviewed from time to time and increased if considered necessary by the City); the insurance policy shall stipulate that the insurer shall provide thirty (30) days' written notice to the City of any amendment, non-renewal or cancellation of the policy; and, forthwith upon the execution of this lease, the Tenant shall submit to the City an insurance certificate relating to policy;

(12) **Exhibiting Premises**: to permit the Landlord or its agents to exhibit the Premises to prospective tenants during normal business hours of the last six months of the Term;

(13) **Alterations, etc.**: not to make or erect in or to the Premises any installation, alteration, addition, or partition without submitting plans and specifications to the Landlord and obtaining the Landlord's prior written consent;

(14) **Builders' Liens**: if any builders' lien is registered against the Premises as a result of work done and materials supplied thereto, to obtain and register a discharge of the lien within ten days thereafter; and if the Tenant fails to do so, the Landlord may pay into court the amount required to obtain a discharge, in the name of the Tenant, and the amount paid, together with all disbursements and costs of the proceedings on a solicitor-client basis, shall be repayable by the Tenant to the Landlord and may be collected by the Landlord as rent in arrears:

(15) **Signs**: with the exception of the Tenant's normal everyday signs, posters and advertising used in the operation of its business in the Premises, not to paint, display, inscribe or affix any sign, picture, advertisement, notice, lettering or direction on any part of the Premises without the Landlord's prior written consent which shall not be unreasonably withheld.

9. LANDLORD'S COVENANTS

9.1 The Landlord covenants to allow the Tenant quiet enjoyment of the Premises so long as the Tenant pays the rent and complies with the covenants and agreements herein on the part of the Tenant.

10. PROVISOS

10.1 **Provided always and it is agreed as follows:**

(1) **Damage to property**: The Landlord is not liable nor responsible in any way for any loss of or damage or injury to any property belonging to the Tenant or to its employees or to any other person while the property is on the Premises unless the loss, damage or injury is caused by the negligence of the Landlord or of its employees, servants or agents and the Landlord is not liable in any event for damage to the property caused by steam, water, rain or snow which may leak into, issue or flow from any part of the building or from the water, steam or drainage pipes or plumbing works of the building or from any other place or quarter nor for any damage caused by or attributable to the condition or arrangement of any electric or other wiring nor for any damage caused by anything done or omitted by any other tenant;

(2) **Impossibility of performance**: It is agreed that whenever the Landlord is unable to fulfil, or is delayed or restricted in fulfilling any obligation hereunder for the supply or provision of any service or utility or the doing of any work or the making of any repairs because it is unable to obtain the material, goods, equipment, service, utility or labour required to enable it to fulfil the obligation or by reason of any statute, law or order-in-council or any regulation or order passed or made pursuant thereto or by reason of the order or direction of any

administrator, controller or board, or of any government department or officer or other authority, or by reason of not being able to obtain any permission or authority required thereby, or by reason of any other cause beyond its control, the Landlord is relieved from the fulfilment of the obligation and the Tenant is not entitled to compensation for any inconvenience, nuisance or discomfort thereby occasioned;

(3) **Default of Tenant**: If the rent is not paid when due, whether lawfully demanded or not, or in case of breach or non-observance or non-performance of any of the covenants or agreements or rules or regulations herein contained or referred to on the part of the Tenant to be observed and performed, or in the case the Premises are vacated or remain unoccupied or in case the Term is taken in execution or attachment for any cause, then the Landlord is entitled to enter upon the Premises or any part thereof in the name of the whole and to repossess and enjoy the Premises as of its former estate; provided that in the event of breach or non-observance or non-performance of any of the covenants or agreements or rules or regulations herein contained, the Landlord shall provide the Tenant with written notice describing the breach or non-observance or non-performance and the Tenant shall have ten days to remedy the breach or non-observance or non-performance to the satisfaction of the Landlord;

(4) **Bankruptcy of Tenant**: In case, without the written consent of the Landlord, the Premises remain vacant or not used for the period of thirty (30) consecutive days or for 150 days in any 365 day period or are used by a person other than the Tenant or for any other purpose than that for which they were let or in the case the Term or any of the goods and chattels of the Tenant are seized in execution or attachment by a creditor of the Tenant or if the Tenant makes any assignment for the benefit of creditors or any bulk sale or becomes bankrupt or insolvent or takes the benefit of any act now or hereafter in force for bankrupt or insolvent debtors or if an order is made for the winding-up of the Tenant, then this Lease shall at the option of the Landlord cease and the Term shall immediately be forfeited and the Landlord may re-enter and take possession of the Premises as though the Tenant or other occupant of the was holding over after the expiration of the Term;

(5) **Distress**: The Tenant waives the benefit of any present or future statute taking away or limiting the Landlord's right of distress, and agrees that none of the goods and chattels of the Tenant on the Premises at any time during the Term is exempt from levy by distress for rent in arrears;

(6) **Right of re-entry**: On the Landlord's becoming entitled to re-enter the Premises under any of the provisions of this Lease, the Landlord, in addition to all other rights, may do so as the agent of the Tenant, using force if necessary, without being liable to prosecution therefor, and may relet the Premises as agent of the Tenant, and receive the rent therefor, and as agent of the Tenant may take possession of furniture or other property on the Premises and sell it a public or private sale without notice and apply the proceeds of sale and rent derived from reletting the Premises upon account of the rent under this Lease, and the Tenant is liable to the Landlord for any deficiency;

(7) **Right of termination**: On the Landlord's becoming entitled to re-enter the Premises under any of the provisions of this Lease, the Landlord, in addition to all other rights, has the right to determine this Lease forthwith by leaving upon the Premises notice in writing of its intention, and thereupon rent and any other payments for which the Tenant is liable under this Lease shall be computed, apportioned and paid in full to the date of such determination, and the Tenant shall immediately deliver up possession of the Premises to the Landlord, and the Landlord may re-enter and take possession of the Premises;

(8) **Non-waiver**: Any condoning, excusing or overlooking by the Landlord of any default, breach or non-observance by the Tenant of any covenant, proviso or condition herein contained does not operate as a waiver of the Landlord's rights hereunder in respect of subsequent defaults, breaches or non-observances and does not defeat or affect in any way the rights of the Landlord herein in respect of any subsequent defaults or breaches;

(9) **Overholding**: If the Tenant continues to occupy the Premises after the expiration of this Lease with or without the consent of the Landlord, and without any further written agreement, the Tenant shall be a monthly tenant at the same rent and on the terms and conditions herein set out except as to length of tenancy;

(10) **Notice**: Any notice required by this Lease is deemed sufficiently given if contained in writing enclosed in a sealed envelope addressed, in the case of notice to the Landlord, to it at City Hall, 228 Main Street North, Moose Jaw, Saskatchewan, S6H 3J8; and in the case of notice to the Tenant, to the Premises, and mailed by registered mail, and any notice mailed by registered mail to the Tenant shall be deemed to have been received by the Tenant five (5) days after the mailing thereof.

11. HEADINGS

11.1 The headings in this Lease have been inserted as a matter of convenience and for reference only and in no way define, limit or enlarge the scope or meaning of this Lease nor of any provisions hereof.

12. EFFECT OF LEASE

12.1 This lease and everything herein contained shall extend to and bind and may be taken advantage of by the heirs, executors, administrators, successors and assigns, of each of the parties hereto, subject to the granting of consent by the Landlord as provided in subsection 11(6) to any assignment, subletting or pledging, and where there is more than one tenant or a tenant is not a corporation, the provisions hereof shall be read with all changes in gender or number required by the context and all covenants are deemed joint and several.

IN WITNESS WHEREOF the **Tenant** has affixed its corporate seal as attested to by the hand(s) of its duly authorized officer(s) this 31st day of July, 2002.

TOURISM MOOSE JAW INC.

Per: Marlene Cannon

Per: Michelle Power

THIS IS PAGE 10 OF THE AGREEMENT BETWEEN THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW AND TOURISM MOOSE JAW INC. DATED THE 31 DAY OF JULY 2002.

IN WITNESS WHEREOF, the **Landlord** has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers on the day and year first above written.

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW

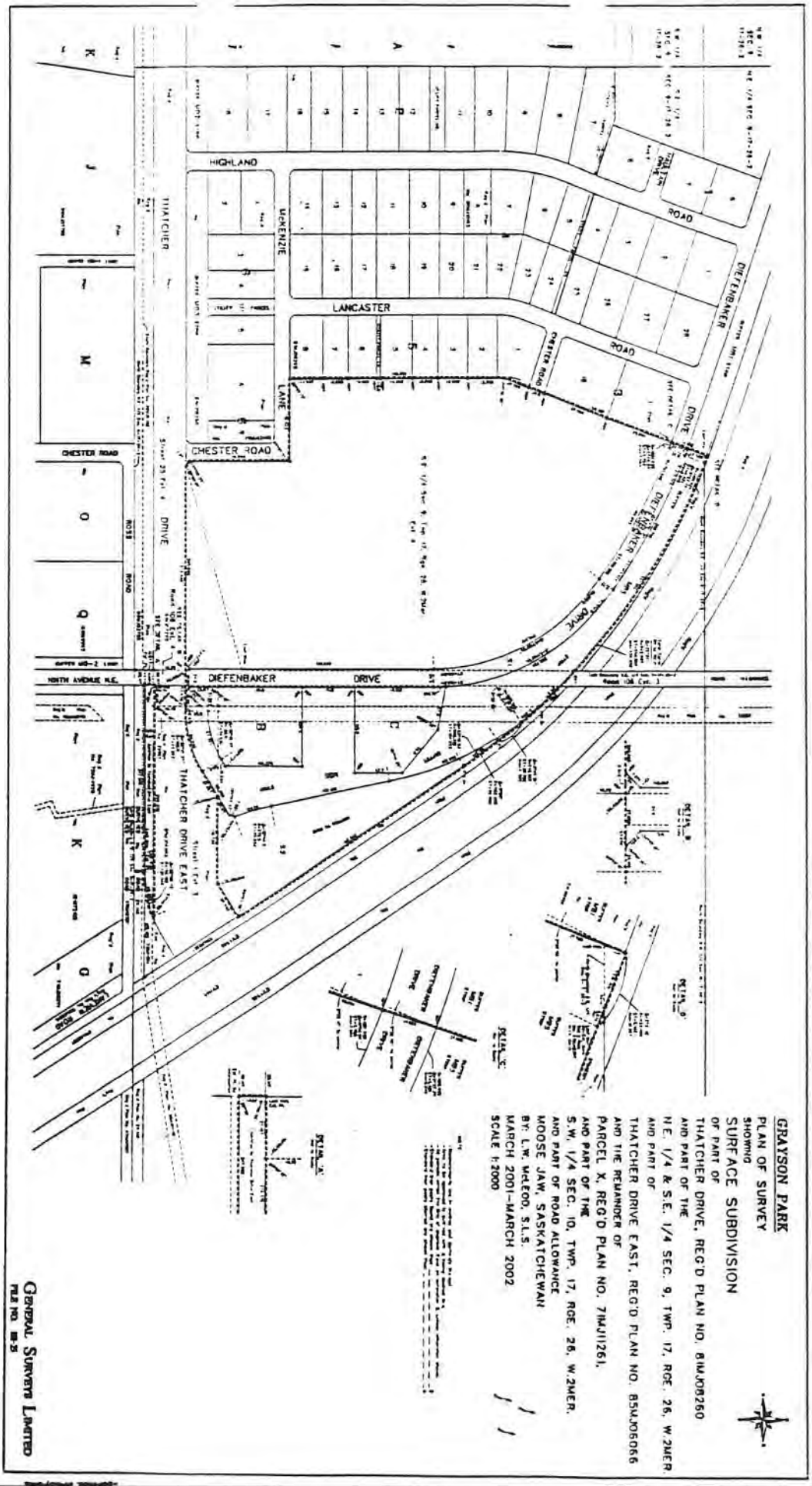
CITY OF MOOSE JAW
Seal
SASKATCHEWAN

MAYOR

CITY CLERK

F:\Clerk\LAURIE\Assessors\Lease Agreements\Tourist Information Centre lease.final draft.doc

SCHEDULE "A"


GRAYSON PARK
PLAN OF SURVEY
SHOWING
SURFACE SUBDIVISION
OF PART OF
THATCHER DRIVE, REG'D PLAN NO. 81MJ08260
AND PART OF THE
N.E. 1/4 & S.E. 1/4 SEC. 9, TWP. 17, RGE. 26, W.2MER
AND PART OF
THATCHER DRIVE EAST, REG'D PLAN NO. 85MJ06066
AND THE REMAINDER OF
PARCEL X, REG'D PLAN NO. 71MJ11261,
AND PART OF THE
S.W. 1/4 SEC. 10, TWP. 17, RGE. 26, W.2MER.
AND PART OF ROAD ALLOWANCE
MOOSE JAW, SASKATCHEWAN
BY: L.W. McLEOD, S.L.S.
MARCH 2001-MARCH 2002
SCALE 1:2000
HIGHLAND
ROAD
DIEFENBAKER
LANCASTER
ROAD
DRIVE
McKENZIE
LANE
CHESTER ROAD
THATCHER
DRIVE
CHESTER ROAD
ROSS
ROAD
NORTH AVENUE N.E.
DIEFENBAKER
DRIVE
THATCHER DRIVE EAST
GENERAL SURVEYS LIMITED

TOURISM MOOSE JAW LEASE AMENDING AGREEMENT

Agreement dated August 6, 2015

Between:

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW, a municipal corporation continued under the Cities Act ("the Landlord")

- and –

TOURISM MOOSE JAW INC. a non-profit corporation incorporated pursuant to *The Non-Profit Corporations Act, 1995* (the "Tenant")

The Parties agree as follows:

1 The agreement between the Landlord and the Tenant, dated July 31, 2002 (the "Agreement"), respecting the lease of land legally described as Surface Parcel # 131706301, Parcel B, Plan 101157151 and a building (hereinafter referred to as the "Premises") for the purpose of providing a tourist information centre for the promotion of tourism in the City of Moose Jaw is amended as set out in this Amending Agreement.

2 Section 8.1(7) is deleted and the following substituted:

(7) **Use of Premises**

(a) The Premises is to be used for the purpose of a tourist information centre for the promotion of Tourism in Moose Jaw and area.

(b) In the event that the Tenant sublets any portion of the Premises, prior written approval of the Landlord is required. All subleases shall terminate if Tourism Moose Jaw ceases to exist or the Agreement between the parties is terminated.

(c) The Tenant understands that where the Premises is sublet to a subtenant that does not qualify for an exemption under The Cities Act, SS 2002, c C-11.1, the portion of the Premises that the subtenant occupies will become taxable.

(d) Not to do or omit to do or permit to be done or omitted anything, upon the Premises which causes the rate of insurance upon the building to be increased;

(e) If any insurance policy upon the Premises is cancelled by the insurer as a result of the use or occupation of the Premises by the Tenant or by any assignee or subtenant of the Tenant or by anyone permitted by the Tenant to be upon the Premises, the Landlord may at its option terminate this Lease forthwith by leaving upon the Premises notice in writing of its intention to terminate and thereupon rent and any other payments for which the Tenant is liable under this Lease shall be apportioned and paid in full to the date of the termination and the Tenant shall immediately deliver up possession of the

Premises to the Landlord and the Landlord may re-enter and take possession of them;

3 In all other respects, the terms and conditions of the Agreement continue to apply.

The parties have duly executed this Amending Agreement as of the date written above.

CITY OF MOOSE JAW

City Clerk

Mayor

(seal)

TOURISM MOOSE JAW INC.

(signature)

President
(position, please print)

(signature)

Executive Director
(position, please print)

P:\Clerks\Solicitors\Katelyn's Files\Parks And Recreation Agreements\Tourism Moose Jaw\Amending Agreement June 2015.Doc

RECEIVED
AUG 0 1 2019

July 31, 2019

Derek Blais, Director of Parks and Recreation
City of Moose Jaw
228 Main Street North
Moose Jaw, SK S6H 3J8

Dear Mr. Blais:
Re: 2020 Third Party Funding

The Saskatchewan Festival of Words is pleased to describe our past year's activities in the City and the response to our annual 4-day festival, which presents over to 60 events in the downtown area every summer and 20+ events in the community throughout the rest of the year.

Last year, the City of Moose Jaw approved the Saskatchewan Festival of Words for ongoing municipal funding through line item budgeting under the Parks and Recreation Department and we were granted $7713. This contribution makes a huge difference in our organization and we thank the City for its continued support and for helping us (a registered charity) achieve a sustainable future.

2019 saw continued success with our Executive Director and Operations Coordinator. Together, with a dedicated Board of Directors and a large team of volunteers we hosted one of the best Festivals in years, with increased awareness for diversity and accessibility. In addition to this we have continued working diligently to foster partnerships with other community organizations in order to raise awareness and to create new community outreach programs that will serve a broader demographic which allowed us to create activities that reached 2000 children and youth.

We have enclosed documents outlining our history, vision, artistic objectives, programs, and impact on the community of Moose Jaw. Also enclosed is our current operating budget projected to the end of our fiscal year (March 31st) and our most recent audited year-end financials.

July 2020 marks the 24th anniversary of our festival so we're working on another exciting line-up of Canadian authors and performers. We're confidant that our ambitious program for 2020 will exceed the success of 2019 and introduce new writers, readers, and visitors to the Friendly City. Thank you for considering our request for support. We look forward to hearing from you.

Sincerely,

Sarah Simison, Executive Director
Email: sarah@festivalofwords.com Ph: 306-691-0557

Saskatchewan Festival of Words Staff

- Sarah Simison, Executive Director (full-time, year-round)
- Amanda Farnel, Operations Coordinator (full-time, year-round)
- Three Festival Interns, May to July (dependent on partial funding through Canada Summer Jobs and/or Young Canada Works Program)

Saskatchewan Festival of Words Volunteers

The Saskatchewan Festival of Words has over 130 volunteers committing to over 1,200 volunteer hours to year-round events and festival programming. During the summer festival at least 80 volunteers work to stage the annual 4-day event. There are 9 board members committing over 1000 volunteer hours at the board and governance level. We have also introduced a new board position: youth advisor to the board, to help train youth to be good volunteers and board members.

Saskatchewan Festival of Words Board of Directors

Please see list of directors and executive attached as well as structure chart.

Statement of Purpose

Programs and Services Profile

The Festival of Words provides many diverse services to the Saskatchewan community and beyond. These programs have been outlined below. It should be noted that not all services are operative year-round or every year. Programs and events are either an ongoing part of our mandate and objectives, part of our fundraising activities, or a way of keeping our profile before the public. The Festival of Words provides year-round programming to Saskatchewan in three areas:

COMMUNITY OUTREACH SERVICES aimed primarily at supporting literary artists in Moose Jaw and area and working with them and other community organizations to engage with the community creatively, raising funds for the summer festival, and keeping a high profile year-round for our organization as a whole. We aim for community outreach activities to be free to the public.

YOUTH SERVICES aimed at promoting literacy, lifelong reading, and writing skills among school-age children and young adults, inspiring and encouraging creative expression, and spreading word of the Festival and its programs among these age groups.

SUMMER FESTIVAL aimed at providing wide public exposure to Canadian artists including (but not limited to) authors, storytellers, songwriters, dramatists, and filmmakers with a heavy emphasis on Saskatchewan content and inclusion of Moose Jaw talent. The Festival has a number of components including live literary, dramatic, and musical performances as well as writing workshops, film screenings, and discussions about Canadian art.

Year-Round: Community Outreach Programming and Youth Services

Performer's Cafe Begun in 1997, this monthly open mic night features performers from Moose Jaw and surrounding area at Mitsu Sweet Café. It is free and open to all ages. Attendance varies from 4 to 50, with some presenters from hundreds of miles away. We invite feature performers, arrange the venue , and organize publicity materials. Volunteers assist with getting the equipment, poster distribution, phoning, emceeing, set-up and take down. Runs monthly every year.

Writers-in-Schools We arrange author visits to elementary and high schools. These are all free to the schools. The writers do readings, answer questions, work on creative writing with students, and promote Festival programs. We host two week long sessions, one in the Spring and one in the Fall. We also use this program to partner with the Battle of the Books program run by the Holy Trinity Catholic School Division.

CineView This branch of the Festival in partnership with the Toronto International Film Festival and Galaxy Entertainment presents independent and foreign feature films monthly through subscriptions and tickets (approximately 9 films per year). These are films that would not normally be shown in the theatre in Moose Jaw.

Book Club The Moose Jaw Public Library/Saskatchewan Festival of Words Book Club in 2017. These free event takes place at the library and guests will read books by authors coming to the summer Festival (approximately 9 events). The library and Festival provides moderators to facilitate discussion. This event has taken the place of the Great Big Book Club Retreat that used to take place each spring.

Fundraisers The Saskatchewan Festival of Words aims to hold a fundraising event once a year in addition to the Author Auction that takes place at the Festival Trivia Night.

Public Readings The Festival has organized a large number of public readings in various formats at the behest of publishers, authors or our patrons. These involve a fee to the writer, accommodations and meals, promotion, book sales and a social component. These events take place as opportunities arise and funding is available.

Film Screenings Working with local volunteers and either the Mae Wilson Theatre or the Moose Jaw Public Library, we showcase local filmmakers as well as other independent Canadian films or documentaries. These events take place as opportunities arise and funding is available.

Speakers We have let schools, businesses, and service clubs know that we will help them arrange speakers from the Saskatchewan writing community. One such example is assisting the mayor's office with finding poets for the Mayor's Poetry Challenge each year and most recently working with HTCSD on finding books for their Battle of the Books Competition and authors to engage with.

Public Services As a fundraising activity the Festival staff and volunteers provide promotion and production services to various organizations and assist other charities with their work.

Summer: Saskatchewan Festival of Words (~60 events over 4 days)

Teen Writing Experience In conjunction with Sage Hill Writing the Festival organizes an annual, weeklong workshop for Saskatchewan teens 14 - 18. Selected teens work with an established writer and guest presenters to learn the craft of writing. Billets are arranged for non-local attendees. This event leads directly into the summer Festival where the teens have their own session to present their work.

Kids Ink Workshop The Festival runs a one-day summer drama, illustration, and/or writing program for children aged 7 - 12. Often sponsored by a local service club, the program runs half-days and consists of drama or writing activities and games instructed by a professional author or graphic novelist.

Storytime for Little Ones The Festival of Words programs a morning storytime event hosted by a professional children's author or storyteller. This activity is aimed for children aged 4 and up.

Writing Workshops Adult/Teen workshops are led by professional authors that are being featured at the summer festival. Workshops include instruction as well as one-on-one consults with the aspiring writers in attendance and may also include readings of their own work.

Great Big Book Club	The Great Big Book Club involves participants selecting and discussing a book by a Canadian author attending the festival, with the author present. Participants register to attend and a moderator coordinates discussions.
Reading Sessions	~100 individual readings throughout the Festival that all take place in City of Moose Jaw facilities including: the Mae Wilson Theatre, Moose Jaw Cultural Centre, Moose Jaw Public Library, Moose Jaw Museum and Art Gallery, Mosaic Place, and sometimes also the Crescent Park Amphitheatre.
Poetry Slam Competition	Each year the festival hosts a poetry slam competition with spoken word artists from across the prairies. Poets compete with one another to win a spot on the Saskatchewan Festival of Words roster. All poets are paid to participate.
Film Screening	Since its early years, the summer festival has screened selected Canadian feature films and documentaries or literary themed films as part of opening night celebrations at the summer Festival.
Concerts	We have presented public concerts involving such performers as Colin James, Ian Tyson, Fred Penner, Connie Kaldor, Brenda Baker, the Arrogant Worms, Ian Thomas, Murray McLaughlan, Jeffrey Straker, True Jive Pluckers, Shane Koyczan, Rosie and the Riveters, Belle Plaine, Sierra Noble, and Megan Nash.

PARTNERSHIPS

The Saskatchewan Festival of Words has programming partnerships with:
Moose Jaw Public Library
Moose Jaw Museum and Art Gallery
Moose Jaw Newcomer Welcome Centre
Moose Jaw Assemblee Communautaire Fransaskoise
Holy Trinity Catholic School Division
Prairie South School Division
Diversified Services
Kinsmen Inclusion Centre
Moose Jaw Pride
Moose Jaw Cultural Centre
Moose Jaw Canada Day Committee
Moose Jaw Mulitcultural Council

Moose Jaw Newcomer Welcome Centre
Saskatchewan Writers Guild
Sage Hill Writing
Saskatchewan Council for International Cooperation
Saskatchewan Book Awards
Saskatchewan Playwrights Centre
University of Regina Press
Wakamow Aboriginal Community Association
McNally Robinson Booksellers
Post Horizon Booksellers

Other community partnerships include cross promotion, speaker sharing, volunteer sharing and recruitment, etc.:
Saskatchewan Polytechnic
Saskatchewan Dragoons
Anskohk Aboriginal Literary Festival of Words
Moose Jaw Multicultural Council
Moose Jaw Literacy
Coteau Books
Thistledown Press
University of Saskatchewan
Word on the Street Saskatoon
Troupe du Jour

The Saskatchewan Festival of Words provides opportunities for Canadian talent of the following types:

Actors	Biographers	Broadcasters
Children	Comedians	Cowboy Poets
Creative Nonfiction	Dramatists	Fiction writers
Historians	Poets	Filmmakers
Singer/Songwriters	Musicians	Publishers
Storytellers	Children's fiction Writers	Short Stories
Young Adult fiction	Spoken Word Artists	Graphic Novel
Playwrights	Journalists	Cultural Diversity

What does the Festival of Words do for Moose Jaw?

- Markets Moose Jaw as a desirable destination for sustained visits
- Promotes other city and regional attractions
- Will generate over $600,000 in collateral spending. In addition, will spend over $100,000 locally
- Helps establish Moose Jaw as a leader in arts and culture not only provincially but also nationally!
- Provides educational and creative experiences for all age groups
- Raises Moose Jaw's profile across the country

- Adds to the entertainment options of our citizens, gives people another reason to make Moose Jaw home
- Provides year-round programming to the community with a focus on youth
- Operates a full-time, year-round office employing two full-time staff and three seasonal employees including summer students
- Provides administrative support services to CineView Saskatchewan, Performers Café, Writers-in-Schools, and Writer in Residence
- Founded CineView Saskatchewan, an arts organization bringing the best in independent and foreign films to Moose Jaw
- Founded Kids Ink, a summer program for children ages 8 to 12 years
- Founded Performers' Café series of performance opportunities for emerging and established writers in all genres and musicians in all disciplines that draws artists from Moose Jaw and surrounding area as well as touring artists from across Canada
- Active member of Moose Jaw & District Chamber of Commerce, Tourism Moose Jaw, Southwest Tourism Region, Moose Jaw Arts in Motion, Saskatchewan Festivals, Moose Jaw Literacy, Saskatchewan Literacy Network, Saskatchewan Aboriginal Literacy Network, SaskCulture, and the Canadian Literary Festival Directors

Why is this funding important?

Formerly known as 'the little fest with the best', Moose Jaw's Saskatchewan Festival of Words has grown to become a nationally-acclaimed event, winner of provincial and civic awards, that brings over 500 visitors to our city for an average stay of 3 days with spending of an estimated $100,000. With 60% of the audience coming from outside Moose Jaw, The Festival is a major Tourism event in the city. In addition, the Festival spends approximately $200,000 in Moose Jaw in goods and services. Praised throughout Canada, the Saskatchewan Festival of Words is a showcase for the Friendly City and an introduction for many visitors to the advantages of living in a community that thrives on vibrant culture, history and arts appreciation.

The Festival of Words - A Brief and Biased History

The Festival of Words should not exist. Located in the fourth-largest city (35,000) of a sparsely populated hockey and bingo-loving province, a Festival that celebrates the imaginative uses of language would appear to have no *raison d'etre*. But the founding volunteers who laid the groundwork for the Festival were not easily discouraged; they were inspired and planned well.

In July of 1996 when they held their first meeting they were unaware that a literary festival, financed by a petroleum company, was being hatched for the coming fall in Calgary. They believed theirs was going to be the first festival between Toronto, and Sechelt, B.C. They researched these and other events, but their vision called for something more than what they were hearing about. They wanted to add some zing to the traditional concept of a book-based literary festival, emphasizing

all aspects of creative language use and promoting literacy. Books and writers would be the foreground and foundation of the festival but variety would be added by storytellers, illustrators, book designers, journalists, editors, singer-songwriters, filmmakers, dramatists, actors, and the like. It was also decreed that efforts would be made to provide programming for all age groups and that a year-round program promoting literacy, creative writing and life-long reading would be developed, all of which came to pass.

Over the first three years, a large policy binder outlining objectives, constitution and bylaws, operating principles, organization charts, staff and volunteer functions, team objectives, roles of team leaders, and financial policies and procedures was developed. By means of annual revisions and updates, these documents ensure the Festival has a sound structure for resolving differences and implementing change. Board members attend orientation/planning meetings, and regular planning retreats and think tanks are organized.

Building on this formula, a rock solid organization, a creative business plan, support from funding bodies and donors and the willing work of over 140 volunteers, the Festival has become a remarkable success story. Unlike similar events in other areas, it has not had to go through a period of deficit financing, having balanced its books each year.

Early on, Festival organizers cultivated strong ties with tourist agencies, media and the business community. In 1998 the Festival's founder and coordinator, Gary Hyland, was named Moose Jaw's Citizen of the Year and the Festival was named Group of the Year, the first time in the thirty-two year history of these awards that both went to the same organization. The founder was awarded the Order of Canada in 2005, partly because of his work with the Festival. With no large-scale sponsor and no arts infrastructure with which to share staff and facilities, the Festival has resourcefully created its own system.

From the start the Festival embraced other disciplines such as visual art, drama, music and film and included year-round programming. Fundraising concerts and readings of various sorts were natural extensions of the summer festival activities. By 1999 in partnership with SaskEnergy the Festival launched the Books For Kids program that distributes books to schoolchildren particularly in disadvantaged areas. In 2001 Schloop, a summer drama program for children was added to the offerings. The Festival has also presented film premieres, film and drama competitions for teens, workshops for writers, and coffee houses with open mikes. As well, the Festival developed the Moose Jaw Honours Award to recognize lifetime contributions to the community.

In 2001 the Festival board of directors sanctioned and assisted with the development of CineView Saskatchewan, which has become one of the most successful film societies in the country.

The organizers were successful in part because they achieved valuable support from such groups as The Canada Council for the Arts, Canadian Heritage, SaskCulture, the Saskatchewan Arts Board, SaskFilm, the Saskatchewan Cultural Exchange Society, and the City of Moose Jaw. Media partners such as CBC radio as Margaret Atwood, John Ralston Saul, Peter Gzowski (with Stuart McLean), Ian Tyson, Gwynne Dyer, Alistair MacLeod, Connie Kaldor, Victor Malarek, Lorne Elliott

(and the Madly Off in All Directions crew), Rex Murphy, Will Ferguson, Rohinton Mistry, Yann Martel, Guy Vanderhaeghe, Allan Fotheringham, Rudy Wiebe, Nicole Brossard, Lorna Crozier, Sandra Birdsell, The Arrogant Worms, Roch Carrier, Brent Butt, Pamela Wallin, Susan Musgrave, Jane Urquhart and Sharon Butala. Hundreds of performances from readings to plays to concerts have been successfully presented to thousands of patrons. In addition, the Festival was the subject of a one-hour documentary featured several times on CBC News World. In 2003 the Festival received an Award of Excellence for Promotional Marketing of an Event from Tourism Saskatchewan.

Throughout, the Festival has presented to its audiences a cross-section of Canadian performers—emerging and established, in and out of province, First Nations and other heritage groups, fiction and nonfiction, prose and poetry. Presenters have come from all ten provinces and the Northwest Territories. All literary genres and several disciplines have been represented as well as works by various types of stage, music, visual, and film artists. Special programming for children and youth has also been a part of the Festival.

For an operation that might have had a brief and bleak future, the Festival of Words has evolved into an unparalleled organization looking forward to a long and successful life. Now facing its 24st anniversary, the Saskatchewan Festival of Words has become a mainstay in Moose Jaw's culture!

Fiscal Year and Financial Statements:

The Saskatchewan Festival of Words' fiscal year runs from April 1st to March 31st. Our most recent audited statement includes our April 1st 2018 to March 31st 2019 fiscal year and has been attached for your files. The board approved budget for April 1st 2019 to March 31st 2020 has also been attached for your files.

FESTIVAL OF WORDS BUDGET FOR 2019/2020			*Description/Notes:*
REVENUE			
Federal Grants			
Canada Council	$	36,100.00	*$35000 reg grant plus $1100 for lit dir conference*
Canadian Heritage	$	33,000.00	
Young Canada Works	$	3,100.00	
Service Canada	$	9,000.00	
artsVest	$	-	*This program may have been cancelled*
Other Federal Grants	$	6,500.00	*Canada Book Fund (direct offset for marketing expenses)*
Total Federal Grants	$	87,700.00	
Provincial Grants			
Sask Arts Board - Program	$	39,000.00	
Sask Arts Board - ACF	$	7,000.00	*Upped from last year*
Community Initiatives Fund	$	-	*Project based, appy as needed to offset*
SaskCulture	$	-	*Project based, appy as needed to offset*
Total Provincial Grants	$	46,000.00	
Municipal Grants			
City of Moose Jaw - Line Item	$	7,562.00	
City of Moose Jaw - Community Grants	$	4,372.00	*$2163.20 FESTIVAL, $333.33 WIS, $0 PERFORMERS CAFÉ, $1875 LitCon*
Total Municipal Grants	$	11,934.00	
Donations & Sponsorships			
Government Agencies (Non-Grant)	$	5,500.00	*SaskTel $500, SaskGaming $5000*
Non-Profit Agencies	$	6,000.00	*MJ AIM $1000, SWG $1000, TWE Sponsors $2500, Wak Rotary $500, Moffat $1000*
District & Municipal Businesses	$	1,700.00	*Walper Bossance $500, MJ Funeral Home $1200*
Other Group Donations/Sponsorships	$	5,000.00	*ED Goal (apps out to RBC, Mosaic, and more.)*
Individual Donors	$	4,300.00	*Author Auction $2300, Misc Donations $2000*
Wigmore Foundation	$	30,000.00	
Total Donations & Sponsorships	$	52,500.00	
Earned Income			
Registrations, Admissions, Workshops	$	34,000.00	*Trivia Night Tix upped to $25 each (Bobby's increasing pricing)*
Advertising Revenue	$	2,500.00	
Fundraising	$	22,000.00	*April Wine Night $11000, November Wine Night $11000*
Merchandise Sales (Books)	$	2,500.00	
Membership Sales	$	200.00	*(LOW ESTIMATE) This number keeps decreasing, we need to find ways to make membership more attractive*
Other Earned Income	$	-	
Total Earned Income	$	61,200.00	
Cineview			
Season Passes	$	3,500.00	
Single Ticket Sales	$	4,200.00	
Total Cineview Income	$	7,700.00	
Other Revenue			
Interest Revenue	$	200.00	
Misc. Revenue	$	-	
Total Other Revenue	$	200.00	
TOTAL REVENUE	**$**	**267,234.00**	
EXPENSES			
Program Expenses			
Presenter Fees	$	23,000.00	
Presenter Travel	$	15,000.00	*We have a $1269 credit with Air Canada due to 2018 cancellations. Flights will be booked earlier this year which (we hope) will mean cheaper flights.*
Presenter Accommodations	$	14,000.00	
Presenter Meals	$	1,000.00	
Total Presenter Expenses	$	53,000.00	

Festival Meals, Lunches, Receptions	$	4,000.00	*Charlotte's Volunteer Dinner & Friday Lunch*
Festival Facilities and Venues	$	14,000.00	*Mosaic $7500, MJCC $2600, Techs $1100 ($400 Len, $500 Doug, $200 other), Library $600, Bobby's $1800, Cosmo $400*
Festival Advertising & Promotion	$	6,500.00	*Rebranding this year*
Community Programming	$	8,000.00	*Performers Café $2000/year + $1000 for 2019 award, Writers in Schools (incl employee travel) & BotB, LitCon*
Total Program Expenses	$	85,500.00	
Cineview			
Film Costs	$	3,165.00	*includes film at summer Festival*
Printing	$	120.00	*Passes only, posters done in house*
Courier & Delivery	$	250.00	
Theatre Rental	$	2,500.00	
Other	$	-	
Total Cineview Expenses	$	6,035.00	
Payroll			
Executive Director	$	63,000.00	
Operations Coordinator	$	44,000.00	
Festival Interns	$	14,850.00	*$15/hr x 30hrs/wk for 11wks = $4950 x 3 interns = $14850*
Other Employee Wages	$	640.00	*Book Store*
Employee Benefits	$	10,770.00	*CPP, EI, WCB, Health Benefit, MERCs*
Employee Development	$	1,600.00	*$1100 Lit Director's Conference (Sarah) $500 Festival Masterclass (Amanda)*
Total Payroll Expenses	$	134,860.00	
General & Administrative Expenses			
Accounting & Legal	$	6,000.00	*$2600 Bookkeeping & $3400 Auditor*
Amortization Expense	$	-	
Business Fees & Licenses	$	-	*SOCAN falls under venues with MJCC now*
Fundraising	$	12,000.00	*Music, Wine, Food, Security, Venue, Misc Supplies*
Insurance	$	2,120.00	
Interest & Bank Charges	$	1,100.00	
Office Supplies	$	1,000.00	*Toshiba being reduced by $40/mo., less paper also needed when going digital*
Misc.	$	-	
Rent	$	5,670.00	
Subscriptions	$	449.00	
Telephone	$	1,600.00	*Reduced from $3630, cut 1 phoneline @ $50/month, looking at reducing more!*
Travel & Meetings - Employee	$	500.00	*$500 misc meetings and conferences*
Travel & Meetings - Board	$	400.00	*Reduced from $800, Ted stepping down in June & use of Skype*
Total General & Admin Expenses	$	30,839.00	
TOTAL EXPENSES	**$**	**257,234.00**	
Retained Earnings Carry Over	$	-	
Savings Repayment from 2017/2018	$	10,000.00	
Net Income (Loss)	$	-	

Saskatchewan Festival of Words Board/Staff Directory | May 2019 | 9 Directors + Youth Advisor

217 Main St. N, Moose Jaw, SK S6H 0W1 | (306)691-0557 | www.festivalofwords.com

NAME	STREET	CITY	PC	PHONE	PHONE	Occupation	EMAIL
Bob Currie	1119-13th Ave. NW	Moose Jaw, SK	S6H 4N5	693-3470		Retired Teacher	robertdmcurrie@yahoo.com
Ted Dyck	PO Box 182	Eastend, SK	S0N 0T0	630-9347		Teacher / Editor	tdyck@sasktel.net
Parul Saini (Treasurer)	82B Walden street	Regina, SK	S4N 1L3	306-681-4914			parulsanay@gmail.com
Hannah Elich (Secretary)	105-423 1st Ave NW	Moose Jaw, SK	S6H 3M3	306-681-4253C			hannah.elich@gmail.com
Melanie McFarlane (Chair)	108 Coteau St. W.	Moose Jaw, SK	S6H 5C5	306-631-6603		Writer/ Insurance Claims Adjuster	mmcfarlane@sasktel.net
Glenda Julian	63 Bluebell Crescent	Moose Jaw, SK	S6J 1A1	306-692-8932		Retired Physiotherapist	gjulian@sasktel.net
Lori Deets (Vice Chair)	B-158 Athabasca St. W	Moose Jaw, SK	S6H 2B7	306-681-3740			lorideets@hotmail.com
Jean Surrat	1106-B Main St N	Moose Jaw, SK	S6H 3K9	306-684-0611			jean_ekim0128@yahoo.com
Meredith Hagel	312-67 Wood Lily Dr.	Moose Jaw, SK	S6J 1G6		778-874		meredith.hagel@gmail.com
Annalisa Tacchi (Youth Advisor)							annalisa.tacchi@gmail.com
STAFF							
Sarah Simison (Executive Director)	941-14th Ave. SW	Moose Jaw, SK	S6H 7R7		691-0557		sarah@festivalofwords.com
Amanda Farnel (Operations Coordinator)							amanda@festivalofwords.com

Saskatchewan Festival of Words
Structure Chart

A federally registered charity and a provincially incorporated non-profit organization promoting literacy, creative writing and life-long learning.

200 Members
Annual General Meeting

Board of Directors (policy governance)
President, Vice-President, Secretary, Treasurer
Directors-at-Large

Signing Officers

President
Vice-President
Secretary
Treasurer
Executive Director

Board Committees:

Finance Committee

HR Committee

Governance Committee

Nominations Committee

Fundraising Committee (shared with office)

Staff:

Executive Director
Full-Time

Operations Coordinator
Full-Time

Bookkeeper
Casual

Interns (2-3)
Seasonal

Office Committees:

Program Team

Stats Team

Cineview

Performers Café

Fundraising Committee (shared with board)

LitCon

Festival Teams (Active During Festival)

150 Volunteers (Year Round)

Membership Representation
Friends of the Library
Moose Jaw Arts in Motion
Moose Jaw Chamber of Commerce
Moose Jaw Museum and Art Gallery
Tourism Moose Jaw
Regina Community Radio
Saskatchewan Arts Alliance
Saskatchewan Writers Guild
Saskatchewan Aboriginal Literacy Network
Moose Jaw Multicultural Council
Cultural Human Resources Council
SaskCulture

Funding Agencies
Business For the Arts
ArtsVest
Canada Council for the Arts
Government of Canada
Access Copyright Foundation
City of Moose Jaw
Community Investment Fund
Saskatchewan Arts Board
Saskatchewan Lotteries
SaskCulture
Community Initiatives Fund
South Saskatchewan Community Foundation

Our Foundation
150 Hardworking
Resourceful Volunteers

Board Committee Members (extension of the board):

Finance Committee:
(Made up of the Executive & Active Year Round)

- President
- Vice President
- Treasurer
- Executive Director
- Operations Coordinator

Human Resources Committee:
(Active Year Round)

- Melanie McFarlane (President, ex officio)
- Lori Deets (Vice President)
- Sarah Francis (HR professional, non-board member)

Governance Committee:

- Ted Dyck
- Melanie McFarlane
- Hannah Elich

Nominations Committee:
(Active as needed for Board Member Recruitment)

- Lori Deets - Vice President
- Executive Director

Fundraising Committee
(Active year round, fundraising event planning and implementation with staff and rest of board)

- Lori Deets
- Glenda Julian (non-board member)
- Lori Farnel
- Hannah Elich
- Jean Surrat

Office Committee Members (extension of the office):

Program Team:
(Active Year Round)

- Robert Currie (Board Member)
- Ilonka Halsband (non-board member)
- Gwen Fisher (Secretary)
- Michele Yeager (non-board member)
- Glenda Julian (non-board member)
- Melanie McFarlane (Board Chair)
- Drew Nicks (non-board member)
- Office Staff

Stats Team:
(Work Independently, meetings called as needed)

- Ilonka Halsband (non-board Member)
- Amanda Farnel (Staff)

Cineview Committee:
(active year round and operates arms length from the office)

- Dom Mancuso
- Alan Dill
- Sarah Simison
- Amanda Farnel
- Tracey Moody

Performer's Café Committee:
(active year round and operates arms length from the office)

- John Dale (MC)
- Carol Rempel
- Amanda Farnel
- Tina Dolcetti

All Volunteers (year round) and Festival Teams, including:

- Teen Writing Experience Billets – we have a list of volunteers but this may change year-to-year
- Transportation Team - Transportation Captain with team of drivers
- Registration Team – Firmly scheduled over the festival but may change year-to-year
- Nutrition Team – (they bring a team as well)
- Booksellers – Nelson and Wanda Reid (and team)
- Bakers – we have a list of volunteers but this may change from year-to-year
- Book Basket Wrappers – Gwen Currie and Lorraine Cushway
- Photographers – James Johnson, Rob Harden, Murray Rimmer, Darlene Wright
- Techs – Doug Smith (Team Lead), Len Morin, John Dale
- Poetry Slam Event – Nisha Patel
- Volunteer Coordinator – Shelley Ruecker
- PEN Canada – interns and/or volunteer
- Possible future teams (would need a team lead): 50/50, Chaperones, Décor…

Task Forces (Temporary Committees Struck for a Specific Purpose):

Pricing Task Force

- Organized as needed and consists of staff and selected board members

Retreat Planning Task Force

- As needed but ideally would be annually

Future Committees and/or Task Forces Needed:

- Planned Giving

FINANCIAL STATEMENTS

Saskatchewan Festival of Words Inc.

Moose Jaw, Saskatchewan

March 31, 2019

BTN

Professional Accountants

Benson
Trithardt
Noren Professional Accountants
MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT

To: The Members of
Saskatchewan Festival of Words Inc.

Opinion

We have audited the financial statements of Saskatchewan Festival of Words Inc., which comprise the statement of financial position as at March 31, 2019, and the statements of operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

Except as noted in the following paragraph, in our opinion, the financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

In common with many not-for-profit organizations, the organization derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the organization. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the years ended March 31, 2019 and 2018, current assets as at March 31, 2019 and 2018, and net assets as at April 1 and March 31 for both the 2019 and 2018 years. Our audit opinion on the financial statements for the year ended March 31, 2019 was modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

PS

Saskatchewan Festival of Words Inc.

STATEMENT OF FINANCIAL POSITION
As at March 31, 2019

	2019	2018
ASSETS		
CURRENT		
Cash	$ 18,232	$ 55,757
Accounts receivable (note 4)	33,000	33,000
Prepaid expenses	1,246	1,094
	$ 52,478	$ 89,851
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 719	$ 2,290
Unearned revenue (note 5)	40,000	50,375
	40,719	52,665
ANNIVERSARY RESERVE (note 7)	12,500	12,500
NET ASSETS (NET DEFICIENCY)		
Net assets, beginning of year	24,686	34,723
Deficiency of revenues over expenditures for the year	(25,427)	(10,037)
Net assets (net deficiency), end of year	(741)	24,686
	11,759	37,186
	$ 52,478	$ 89,851

See accompanying notes

BTN
Professional Accountants

Saskatchewan Festival of Words Inc.

STATEMENT OF CASH FLOWS
For the year ended March 31, 2019

	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES		
Deficiency of revenues over expenditures for the year	$ (25,427)	$ (10,037)
Change in non-cash working capital items		
Accounts receivable	-	(3,000)
Prepaid expenses	(152)	112
Accounts payable and accrued liabilities	(1,571)	(454)
Unearned revenue	(10,375)	(28,440)
NET DECREASE IN CASH	(37,525)	(41,819)
CASH, BEGINNING OF YEAR	55,757	97,576
CASH, END OF YEAR	$ 18,232	$ 55,757

See accompanying notes

BTN
Professional Accountants

Saskatchewan Festival of Words Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

1. NATURE OF OPERATIONS

Saskatchewan Festival of Words Inc. is incorporated under the provincial non-profit corporations act. The organizational purpose is to educate and inform the public about literacy by providing courses, workshops, readings and an annual writers and readers festival; and to undertake activities ancillary and incidental to the attainment of the above charitable purpose. Effective April 27, 2009, the organization changed its name to Saskatchewan Festival of Words Inc.

2. SIGNIFICANT ACCOUNTING POLICIES

The organization applies the Canadian accounting standards for not-for-profit organizations.

Fund Accounting
The resources of the Organization are classified for accounting purposes into funds according to the objective of each which are:

General Fund - to facilitate accounting for the current operating revenues and expenditures relating to the usual day-to-day activities of the Organization.

Capital Fund - to facilitate accounting for capital assets and debts related to capital assets and development of the Organization.

Anniversary Fund - to facilitate accounting for the 25th anniversary of the Organization in 2021.

Revenue recognition
Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Investment income earned is recognized as revenue of the General Fund.

Property, plant and equipment
The Organization expenses its' capital assets. During the current year, capital expenditures included nil (2018 - nil).

Contributed services
Volunteers contribute a significant amount of their time each year for several of the Organization's activities including, but not limited to, the festival, board of directors and other project committee meetings. Due to the difficulty of determining their fair value, volunteer contributed services are not recognized in the financial statements.

Saskatchewan Festival of Words Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

4. ACCOUNTS RECEIVABLE

	2019	2018
Canadian Heritage Grant	$ 33,000	$ 33,000

5. UNEARNED REVENUE

	2019	2018
Canadian Heritage Grant	$ 40,000	$ 44,875
Access Copyright Foundation Grant	-	5,500
	$ 40,000	$ 50,375

6. CAPITAL RESERVE

A Capital Reserve Fund was established in order to use some of the accumulated surplus for future capital purchases.

7. ANNIVERSARY RESERVE

An Anniversary Reserve Fund was established by the Board in order to use some of the accumulated surplus for the Organization's 25th anniversary in 2021.

8. ARTS BOARD / SASKCULTURE FUNDING PARTNERSHIP

The amount reported in these financial statements as grant revenue from the Saskatchewan Arts Board is made up of a combination of Lottery and non-Lottery funding. This is made possible through the Partnership Agreement between the Saskatchewan Arts Board and SaskCulture Inc., which is the Trustee for the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. Under the terms of this agreement for the applicable period, SaskCulture allocated a specified amount of Lottery funds to the Saskatchewan Arts Board as a portion of the total envelope of funds available for the program through which this grant was adjudicated and approved.

MURALS of MOOSE JAW
EST. 1989

18 Blue Sage Drive
Moose Jaw, Saskatchewan S6J 1C4
EMAIL: normawestgard@gmail.com
PHONE: (306)693-3062

August 22, 2019

Derek Blais
Director of Parks and Recreation

As requested in your letter dated August 1, 2019, the Murals Project Management Board is attaching the items you required:

-2020 Proposed Operating Budget
-2019 Requested Budget that we were denied
-2019 Highlights
-2018 Financial Statement

We were allotted $13,158.00 in 2019, and are requesting $13, 300.00 in 2020.

If you require any more information,
Please contact me @ the above email or phone.

Thank you,

Yours truly,

Norma Westgard, chair
And the Murals Project Management Board

2020 Annual budget

MURALS OF MOOSE JAW

ADVERTISING	
BROCHURES	$3,500.00
MEMBERSHIPS	
MOOSE JAW TOURISM @$150.00	$150.00
MISCELLANEOUS EXPENSE	
MISCELLANEOUS EXPENSE @$150.00	$150.00
MURAL EXPENSES	
2020 MURAL REPAIRS	$9,300.00
OFFICE EXPENSES	
PRINTER INK @$200.00	$200.00
2020 ANNUAL BUDGET REQUESTED	$13,300.00

Respectfully submitted by:

Norma Westgard

And the Murals of Moose Jaw Advisory Board

2020 MURAL REPAIR PROPOSAL

While a budget proposal is always necessary it is difficult to project all murals that might need the most repair each year as even this winter showed more deterioration than was expected in some murals and moved priorities around , ,Stormin Main Street and stucco on Fire Watch needed more work than expected, and at times you change the approach once you start working on individual murals.
With more murals close to 30 years old this could be more common but we are keeping up with repairs and tourists often mention they like seeing ours kept up compared to others they have seen.
While we can no longer use 3 section scaffolding and even difficult to get approved scaffolding locally money can be saved by repairing lower parts off ladders and only using lifts for higher murals. Our lack of graffiti suggests future murals could be placed lower in low traffic areas which makes for less cost . I have included lift costs in estimated repair costs and time and weather will always determine if all work gets done , main priorities always first.

Opening Day Parade-While I love this old painting on brick and it is one of Gus's The colors have faded and I've run out of tricks to preserve it. The layers of paint on old brick mortar mean patching no longer works. Much of the lettering around the main picture is on concrete and easy to repaint, the top and worst peeling areas would be scraped, mortar sealer applied ,painted, and the main picture repainted on installed panels . Cost estimated at $4800.00
Finishing repainting of Sisters of Sion- $450.00
The First Run- This older mural has extensive cracking in the stucco, needs scraping, powerwashing and repainting , estimate cost at $3000.00

So much depends on the weather and trying to book a lift when I can work long days in the summer, and possibly have the lift to do some other quick repairs, repainting, such as the top half of Sunday Outing. I could do the bottom from ladders/scaffolding, I see Clarke Bros. will likely need a bit of work, and some sky work on one or two others. Estimate $1000.00 for other needed work.
Total- $9250.00
Trying to get as much done to keep on top of any needed repairs.

Grant McLaughlin

2019 Annual budget

MURALS OF MOOSE JAW

ADVERTISING

BROCHURES	$3,900.00

MEMBERSHIPS

MOOSE JAW TOURISM @$150.00	$150.00

MISCELLANEOUS EXPENSE

MISCELLANEOUS EXPENSE @$100.00	$100.00

MURAL EXPENSES

2019 MURAL REPAIRS REQUIRED, AS ATTACHED	$18,100.00

OFFICE EXPENSES

PRINTER INK @$250.00	$250.00

2019 ANNUAL BUDGET REQUESTED	$22,500.00

Respectfully submitted by:

Norma Westgard, And the Murals of Moose Jaw Advisory Board

BUDGET REQUEST DENIED- $13,158.00 FUNDING APPROVED

PROPOSED REPAIRS AMENDED ACCORDINGLY

MURALS of MOOSE JAW

EST. 1989

2019 MURAL HIGHLIGHTS

-Some of our Murals are now thirty years old, and it is increasingly more costly to preserve their lives, and keep them looking good. Our artist Grant McLaughlin does an amazing job of patching, restoring, and babying new life into fading, chipping, peeling and cracking masterpieces. Sometimes what looks to be a simple point up job ends up taking days, and even weeks.

-SUMMER CARNIVAL'S falling plaster was removed, and the remaining portion painted over to blend into the background brick.

-In 2019 FIRE WATCH was repaired, with the background changed a little to give it a new interest.

-STORMIN MAIN STREET was one of those Murals that needed more intensive repainting than originally anticipated.

-HOPES AND DREAMS sculpture was cleaned and rewaxed.

2019 REPAIRS STILL TO BE COMPLETED

-AIR FORCE BLUE had some preventative repairs and B72 coating, But still needs some work.
-OLD TIME THRESHING BEE needs concrete patch, and B72 coat
-NATIONAL LIGHT AND POWER more touch ups and paint
-LOST MURALS need to be moved to another wall to save them from winter damage

MURALS OF MOOSE JAW #171.6830
2018 FINANCIAL STATEMENT

STARTING BALANCE		**$13.466.11**
INCOME		
2018 BUDGET	**$12,900.00**	**$12,900.00**
HONORARIAM (UELAC)	**$50.00**	**$50.00**
INTEREST EARNED less Interest adjustments (+ 75.00 + 450.00 + 75.00 + 450.00 + 358.36 -358.36 – 73.56	**$976.44**	**$976.44**
PRINTS SOLD (MJ TOURISM)	**$204.00**	**$204.00**
		$27,596.55
EXPENSES		
ADVERTISING/BROCHURES	**3,061.92**	
MEMBERSHIP	**100.00**	
OFFICE SUPPLIES	**198.38**	
MURALS REPAIRED	**9,549.55**	
	$12,909.85	**$12,909.85**
BALANCE ON HAND DECEMBER 31ST/2018		**$14,686.70**

MOOSE JAW CULTURAL CENTRE - 2020 BUDGET PROPOSAL

REVENUE	Approved 2019	Totals	Proposed 2020	Totals
GRANTS				
City Operating Agreement	171,154		174,577	
Other Grants	25,000		20,000	
Sub-Total	**196,154**	**196,154**	**194,577**	**194,577**
SALES/SERVICES				
Ticket Sales	50,000		125,000	
SOCAN & Re:Sound Fees	3,500		6,000	
Facility Fees	18,000		26,000	
Refreshment Serv./Sales	13,000		27,000	
Theatre Workshops				
Studio Workshops			2,500	
Tech. Services	35,000		35,000	
Commission-Perf. & Gallery	3,500		3,500	
Sub-Total	**123,000**	**123,000**	**225,000**	**225,000**
RENTS/LEASES				
Theatre Space	40,000		40,000	
Theatre Equipment	2,500		2,000	
Rehearsal Room	2,500			
Art Studio-Artist in Residence room	2,400		2,400	
Upper Office	5,400		5,400	
Pottery Studio	2,400		2,400	
Upper Lobby	800		500	
Board Room	200		200	
Main Lobby	500		200	
Upper Rooms	2,500		2,500	
Sub-Total	**59,200**	**59,200**	**55,600**	**55,600**
OTHER SELF-GENERATED				
Fundraising	2,000		1,000	
Donations	5,000		2,000	
Sponsorship	20,000		20,000	
Interest	7,200		7,000	
MISCELLANEOUS				
Sub-Total	**34,200**	**34,200**	**30,000**	**30,000**
Total Revenues	**412,554**	**412,554**	**505,177**	**505,177**

EXPENSES				
ADMINISTRATION				
STAFF				
Wages and Salaries	155,000		170,000	
Staff Travel/Parking				
CPP & E.I Employer Contrib.	8,000		11,500	
WCB	700		1,000	
Benefits (Chamber of Comm.)	2,500		2,500	185,000
Exterior Signage			5,000	
Office Equipment	1,000		2,000	
Office Supplies	3,500		4,000	
Facility Supplies	1,500		1,500	
Equipment repair & replacement	1,000		1,000	8,500
Sub-Total	**173,200**	**173,200**	**198,500**	**198,500**
SERVICES				
Postal/Courier	500		500	
Telephone/Internet	5,500		5,500	
Liquor License	200		525	
Film Licences	2,800		2,800	
Dues, Memberships	600		400	
Subscriptions	260		100	
Conference Fees	2,500		2,500	
Courses/Information Services	2,000		1,000	
Sub-Total	**14,360**	**14,360**	**13,325**	**13,325**
BANKING/LEGAL				
Corporation Fees	50		50	
Bank Charges - Credit/Debit	9,000		15,000	
Audit	3,000		4,000	
Legal	2,500		2,500	
Insurance	10,000		11,000	
Sub-Total	**24,550**	**24,550**	**32,550**	**32,550**
FUNDRAISING				
Cost of Fundraising	500		500	
Supplies			1,000	
Equipment Rentals			500	
Event Production			500	
Prizes, Awards			500	
Sale Items			-	
Sub-Total	**500**	**500**	**3,000**	**3,000**
Equipment Reserve	45,000		50,000	
Sub-Total	**45,000**	**45,000**	**50,000**	**50,000**

PROGRAM DELIVERY				
Fees to Performers	50,000		80,000	
Supplies and Materials	1,000		1,000	
Upgrades to Basement Rooms	8,000		6,000	
Gallery Presentation Costs	3,000		3,000	
Contracted Operators	15,000		7,000	
Workshop Presentation Costs	1,000		1,000	
SOCAN Fees	4,000		9,000	
Equipment purchase, rental,delivery	3,500		3,000	
Catering/Hospitality	1,000		4,500	
Accommodations	2,500		4,000	
Bar Supplies	5,000		15,000	
Security	500		1,000	
Airfares/Travel	1,000		1,000	
Technicians	30,000		35,000	
Sub-Total	**125,500**	**125,500**	**170,500**	**170,500**
MARKETING				
Media Advertising	12,000		15,000	
Sign Purchase/Rental		-	1,500	-
Printing	200		600	
Display Materials/Fees	300		500	
Graphics	5,000		7,500	
Photography	1,000		4,000	-
Promotion Events		-		-
Prizes/Awards				
Sub-Total	**18,500**	**18,500**	**29,100**	**29,100**
VOLUNTEER SERVICES				
Board Meeting Expenses	500		500	
Volunteer Recognition	2,000		2,000	
Volunteer Recruitment				
Sub-Total	**2,500**	**2,500**	**2,500**	**2,500**
Total Expenditures		**404,110**		**499,475**
NET INCOME (LOSS)		**8,444**		**5,702**
Special Purchase - Theatre Speakers			**100,000**	**100,000**
			-	**94,298**

2020 Proposed Budget Appoved By

Carol Acton

Carol Acton
Moose Jaw Cultural Centre Board Chair

Laura Connors

Laura Connors
Moose Jaw Cultural Centre Board Secretary

CULTURAL CENTRE FUNDING AMENDING AGREEMENT

Agreement dated FEB 6th 2014 ~~2014~~

Between:

CITY OF MOOSE JAW, a municipal corporation continued under *The Cities Act (the City")*

- and –

MOOSE JAW CULTURAL CENTRE INC. a non-profit corporation incorporated pursuant to *The Non-Profit Corporations Act, 1995* (the "Corporation")

The Parties agree as follows:

1 The agreement between the City and the Corporation, dated January 29, 2003 (the "Agreement"), respecting the operation of the Moose Jaw Cultural Centre, is amended as set out in this Amending Agreement.

2 The Agreement is amended by striking out "the building occupied by" wherever it appears.

3 Section 2 is deleted and the following substituted:

"**2. CORPORATION'S RESPONSIBILITIES**

2.1 Subject to the terms of this Agreement, the Corporation shall occupy, be responsible for and assume management, control and operation of the cultural facility property owned by the City, which property is civically located at 217 Main Street North, Moose Jaw and legally described as:

(a) Surface Parcel #104357437, Lot 53 Plan 99MJ15800, as described on Certificate of Title 99MJ15800Z;

(b) Surface Parcel #104357426, Lot 54 Plan 99MJ15800, as described on Certificate of Title 99MJ15800AA; and

(c) Surface Parcel #104357417 Lot 55 Plan 99MJ15800, as described on Certificate of Title 00MJ06506;

(the "Moose Jaw Cultural Center")."

4 Section 3 is deleted and the following is substituted:

"**3. FUNDING BY CITY**

3.1 The City shall provide funding to the Corporation in the form of a program grant commencing in the year 2007 in the amount of $89,330.00 and continuing after that time for the term of the Agreement in that amount or such greater amount as may be approved by the City in any grant year.

3.2 The grant in section 3.1 shall be paid to the Corporation in payments of 50% of the grant on the first business day in January and 50% of the grant on the first business day of July of the grant year.

3.3 Any money owed by the Corporation to the City respecting excess income under the funding arrangement between the parties prior to January 1, 2007, is forgiven.

3.4 The Corporation shall not operate with a deficit budget.

3.5 On or before November 1 of each year of the Agreement, or such other date as requested by the City, the Corporation shall provide the City with a copy of the Corporation's previous year's audited financial statement and a budget detailing all planned revenues and expenses for the upcoming fiscal year."

5 Section 4 is deleted.

6 Section 7 is deleted and the following substituted:

"7. OFFICE AND PROGRAM EQUIPMENT

7.1 The Corporation shall maintain with the City an equipment reserve account to be known as the Equipment Reserve Fund, in an amount sufficient for the replacement of office and program equipment at the Cultural Centre.

7.2 The Corporation shall include in its annual operating budget the Corporation's contribution to the Equipment Reserve Fund referred to in section 7.1, which amount will be based on the replacement value of the equipment and its total and remaining life such that sufficient funds will be available at the end of the asset's life to fund its replacement.

7.3 The contribution in section 7.2 shall be paid to the City on an annual basis.

7.4 Office, program and maintenance equipment shall be purchased and disposed of, in accordance with the provisions of the City's Purchasing Policy attached to the City's Bylaw No. 5175, City Administration Bylaw.

7.5 Notwithstanding section 7.4, the Corporation shall not dispose of any equipment without the prior written consent of the City."

7 Section 8 is deleted.

8 Section 11 is deleted and the following substituted:

"11. BUILDING AND CONTENTS INSURANCE

11.1 During the term of this Agreement, the City shall, at its sole cost and expense, take out and keep in full force and effect property insurance covering damage to or destruction of the building and contents of the Moose Jaw Cultural Centre.

11.2 The City shall ensure that the insurance in section 11.1:

(a) contains a waiver by the insurer of any rights of subrogation or indemnity or any other claim over to which the insurer might otherwise be entitled against the Corporation and persons for whom in law the Corporation is responsible;

(b) lists the Corporation as an additional insured; and

(c) provides that the Corporation will be notified in writing of cancellation or changes to the policy at least 30 days prior to such cancellation or change.

11.3 Upon request, the City will provide the Corporation a certified copy of the insurance policy required by this section.

11.4 The Corporation shall provide the City a list of the buildings contents by June 30 of each year.

11.5 Notwithstanding section 11.1, the City is not responsible for insuring building contents not on the list of building contents required by section 11.4."

9 Section12 is deleted and the following substituted:

"**12. INSURANCE**

12.1 During the term of this Agreement, the Corporation shall, at its sole cost and expense, take out and keep in full force and effect:

(a) commercial general liability insurance for bodily injury, including death, and property damage or loss, in an amount of not less than $5,000,000 per any one occurrence, or any greater amount as required by the City from time to time; and

(b) automobile (owned and non owned) third party liability insurance policy for bodily injury (including death) and property damage having a limit of not less than $5,000,000 per occurrence, or any greater amount as required by the City from time to time, which insurance shall include passenger liability extension.

12.2 The insurance policies required by this section shall:

(a) be in a form, amount and deductible approved by the City;

(b) contain a waiver by the insurer of any rights of subrogation or indemnity or any other claim over to which the insurer might otherwise be entitled against the City and persons for whom in law the City is responsible;

(c) list the City as an additional insured; and

(d) include provisions that the City will be notified in writing of cancellation or changes to the policy at least 30 days prior to such cancellation or change.

12.3 Annually or upon request, the Corporation shall provide the City a certified copy of the insurance policies required by this section.

12.4 If the Corporation fails to secure or to maintain policies of insurance required by this section, or fails to prove the existence of such policies, the City may purchase on behalf of and at the expense of the Corporation, the required insurance coverage.

12.5 At its own expense, the Corporation may obtain insurance coverage in addition to that required by this section."

10 Section 15 is deleted and the following substituted:

"15. INDEMNIFICATION

15.1 The Corporation agrees that it shall at all times indemnify and save the City harmless from and against any and all actions, manner of actions, causes of actions, liabilities, claims and demands, suits, damages, losses or injuries, expenses or otherwise which may be brought against the City for personal injuries, death or property damage suffered by any person, firm or corporation arising from or in any way connected with the Corporation's occupancy, management, control and operation of the Moose Jaw Cultural Centre and all activities carried on therein including those of persons for whom the Corporation is in law responsible unless such losses, damages and expenses are incurred or sustained as a result of the negligence or willful default of the City or those for whom the City is in law responsible."

11 In all other respects, the terms and conditions of the Agreement continue to apply.

The parties have duly executed this Agreement as of the date written above.

CITY OF MOOSE JAW

City Clerk

Mayor

(seal)

MOOSE JAW CULTURAL CENTRE INC.

(signature)

EXEC/ARTISTIC DIRECTOR
(position, please print)

(signature)

VICE CHAIR
(position, please print)

THIS AGREEMENT MADE THIS 29 DAY OF January, 2003.

BETWEEN:

THE MUNICIPAL CORPORATION OF
THE CITY OF MOOSE JAW

("the City")
OF THE FIRST PART

AND:

MOOSE JAW CULTURAL CENTRE INC.

("the Corporation")
OF THE SECOND PART

CULTURAL CENTRE FUNDING AGREEMENT

WHEREAS section 4(3) of *The Cities Act*, S.S. 2002, c. C-11.1 (hereinafter referred to as the Act) provides that "[f]or the purposes of carrying out its powers duties and functions, a city has the capacity and . . . the rights powers and privileges of a natural person";

AND WHEREAS "the rights, powers and privileges of a natural person" entail the authority to enter into agreements, own shares in incorporated bodies, make grants to or provide goods or services in aid of any persons or organizations and engage in commercial undertakings;

AND WHEREAS the Corporation was formed for the purpose of operating a cultural facility (hereinafter referred to as the "Moose Jaw Cultural Centre") and providing for the carrying out of all related activities;

AND WHEREAS the City wishes to provide assistance to the Corporation in accordance with the terms of this Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the City and the Corporation entering into this agreement and in consideration of the mutual covenants, promises, undertakings and agreements herein contained, the parties hereto agree as follows:

COPY

1. TERM

1.1 The term of this agreement shall commence on February 1, 2003 and shall continue until December 31, 2008 and thereafter shall continue in force and effect from year to year unless terminated by notice in writing given by either party to the other not less than one year prior to the expiration of the original term of this agreement or any renewal thereof.

2. CORPORATION'S RESPONSIBILITIES

2.1 Subject to the terms of this agreement, the Corporation agrees and the City authorizes the Corporation to be responsible for and assume management, control and operation of the Moose Jaw Cultural Centre and the building occupied by the Moose Jaw Cultural Centre and all activities carried on therein and the Corporation agrees to perform all functions necessary to operate the Cultural Centre.

3. FUNDING BY CITY

3.1 The City agrees to provide funding to the Corporation as follows:

(a) In the year 2003, a start-up grant of $54,000.00 will be payable within 30 days of execution of this agreement and a program grant of $22,332.00 ($7,444.00 per month) will be paid in full October 1, 2003;

(b) In the year 2004 and in each year thereafter during the term of this agreement, a program grant of $89,330.00; provided however, that program grant will be adjusted as follows:

(i) If, in any fiscal year, the Corporation has gross income in excess of $118,125.00, excluding any funding from the City, the next payment of the annual program grant shall be reduced by ninety (90) per cent of the amount by which the excess income exceeds any expense necessarily incurred or pending as a direct result of having obtained the excess income, which reduction shall not exceed $43,937.00; and,

(ii) If, in any fiscal year, the Corporation has gross income in excess of $166,944.00, excluding any funding from the City, the next payment of the annual program grant shall be reduced by fifty (50) per cent of the amount by which the excess income exceeds any expense necessarily

incurred or pending as a direct result of having obtained the excess income, which reduction shall not exceed $45,393.00.

3.2 The program grant referred to in article 3.1(b) hereof shall be payable to the Corporation as follows:

(a) Fifty (50) per cent of the program grant on or before January 3, 2004 and in each year thereafter during the term of this agreement; and

(b) Fifty (50) per cent of the program grant on or before July 4, 2004 and in each year thereafter during the term of this agreement.

3.3 If, in any fiscal year, the Corporation has gross income in excess of $257,730.00, excluding any funding from the City, the Corporation shall pay rent to the City in respect of the building occupied by the Moose Jaw Cultural Centre on the next July 1st during the term of this agreement in an amount equal to twenty-five (25) per cent of the amount by which the excess income exceeds any expense necessarily incurred or pending as a direct result of having obtained the excess income.

3.4 The Corporation shall submit to the City on or before November 1 of each year during the term of this agreement, a copy of the previous fiscal year's audited financial statement and a budget detailing all planned revenues and expenses for the upcoming fiscal year. The Corporation shall not run a deficit budget.

4. EMPLOYEES OF CORPORATION

4.1 The Corporation may hire in its own name and at its own expense, and supervise and dismiss as may be necessary from time to time, all persons required for the proper operation and management of the Moose Jaw Cultural Centre, it being agreed the Corporation may perform any of its duties pursuant to this agreement through the employment of such persons.

4.2 The Corporation shall maintain proper payroll records with respect to all persons engaged to work for the Corporation and shall make all payroll reports and returns required by law and remit to the proper authorities all deductions and payments for

income tax, employment insurance, hospitalization, medical and other group coverage, union dues, Canada Pension Plan, Workers' Compensation and any other deductions or payment which may from time to time be applicable to any such persons or their employer or both.

5. UTILITIES

5.1 The City shall arrange and pay for the supply, as may be required, of electricity, gas, steam and water to the building occupied by the Moose Jaw Cultural Centre from a public utility or other supplier.

5.2 If the public utility or supplier providing the service ceases to do so, the City shall use all reasonable efforts to arrange an alternative supply, and may at its option supply any of the services itself to be paid for by the City, but the City shall be under no obligation to supply the alternative service and shall not be liable if it fails to do so.

5.3 The Corporation shall arrange and pay for the supply of telephone and other related services to the building occupied by the Moose Jaw Cultural Centre; provided the City shall arrange and pay for the costs of telephone charges for the building maintenance office and the building's automated security system. The Corporation shall contract directly with the supplier of such telephone or other related services.

6. MAINTENANCE AND REPAIRS

6.1 The City shall be responsible, at its cost, for the effective and economical maintenance, including cleaning and caretaking services, and repair of the building occupied by the Moose Jaw Cultural Centre and its equipment (including, without limitation, fixed furnishings, any heating, ventilating, air conditioning, plumbing, electrical and elevator equipment) as may be required and approved by the Director of the City's Parks and Recreation Department, or his or her designate, provided the provision of such services is subject to funding available to the City's Parks and Recreation Department as approved by Council for the City.

7. OFFICE AND PROGRAM EQUIPMENT

7.1 The Corporation shall maintain an equipment reserve account, to be known as the Equipment Reserve Fund, with the City in an amount sufficient for the replacement of office and program equipment at the Cultural Centre. Office and program equipment purchased by the Corporation may not be disposed of without the written consent of the City. The annual equipment reserve contribution from the Corporation's operating budget shall be calculated based on no more than ten year straight-line depreciation of all equipment and of all new office and program equipment purchased by the Corporation.

8. DISPOSAL OF ASSETS

8.1 The Corporation shall not dispose of any property without first obtaining the written approval of the City.

9. FINANCIAL DISCLOSURE

9.1 The Corporation shall provide the City each year with a copy of its most recent financial statements indicating both expenditures and revenues in detail sufficient to reveal the financial state of the Corporation.

10. BORROWING POWERS

10.1 The Corporation shall provide in its articles of incorporation or by bylaw or by unanimous membership agreement that its borrowing power shall be limited to borrowing money for current operating expenses.

11. BUILDING AND CONTENTS INSURANCE

11.1 The City shall, throughout the term of this agreement, provide, and keep in force property insurance covering damage or destruction of property in and upon the building occupied by the Moose Jaw Cultural Centre including insurance on Cultural Centre buildings and contents with an all risk deductible of Ten Thousand ($10,000.00) Dollars.

11.2 The Corporation agrees to provide the City with a list of all contents by June 30 of each year.

11.3 Upon request by the Corporation, the City shall promptly furnish to the Corporation copies of insurance policies or other evidence satisfactory to the Corporation of such insurance and any renewals of it. If the City fails to insure as required in this paragraph or fails promptly, when requested, to furnish to the Corporation satisfactory evidence of the insurance, the Corporation may effect the insurance for a period not exceeding one year, and the premium paid by the Corporation shall be recoverable from the City as an addition to the amount owing to the Corporation under article 3.1 hereof.

12. LIABILITY INSURANCE

12.1 The Corporation shall, throughout the term of this agreement, provide and keep in force for the benefit of the Corporation and the City general liability insurance in an amount not less than Two Million ($2,000,000.00) Dollars per occurrence in respect of damage to property and injury to or death of any persons. The Corporation shall promptly furnish to the City copies of insurance policies or other evidence satisfactory to the City of such insurance and any renewals of it. If the Corporation fails to insure as required in this paragraph or fails promptly to furnish to the City satisfactory evidence of insurance, the City may, at its sole discretion, effect the insurance for the benefit of the Corporation and the City for a period not exceeding one year, and the premium shall be recoverable from the Corporation and may be deducted from the amount owing to the Corporation under article 3.1 hereof.

12.2 The Corporation may obtain, at its expense, such additional insurance coverage as it deems advisable.

13. DISSOLUTION OR LIQUIDATION

13.1 It is a condition precedent to this agreement that the Corporation shall provide in its articles of incorporation that all remaining property of the Corporation in the course of liquidation and dissolution of the Corporation is to be transferred to the City. Otherwise, this agreement shall be null and void from the outset.

13.2 Upon termination of this agreement, all property owned or used by the Corporation shall be transferred to the City.

14. MEMBERSHIP AND DIRECTORS

14.1 It is a condition precedent to this agreement that the Corporation issue to the City a membership interest to which is attached more than fifty per cent of the votes that may be cast to elect directors of the Corporation and the votes attached to the City's membership interest shall be sufficient, if exercised, to elect a majority of the directors of the Corporation. Otherwise, this agreement shall be null and void from the outset.

14.2 Subject to article 14.3 hereof, all directors shall be elected from within the membership of the Corporation.

14.3 One of the directors may, at the discretion of City Council, be a member of City Council.

14.4 The City's representative to cast votes for election of directors of the Corporation shall not be the City Council member who is currently a director or who is a candidate for director of the Corporation.

15. INDEMNIFICATION

15.1 The Corporation agrees that it shall at all times indemnify and hold the City safe and harmless from and against any and all actions, manner of actions, causes of actions, liabilities, claims and demands, suits, damages, losses or injuries, expenses or otherwise which may be brought against the City for personal injuries, death or property damage suffered by any person, firm or corporation arising from or in any way connected with the Corporation's management, control and operation of the Moose Jaw Cultural Centre and the building occupied by the Moose Jaw Cultural Centre and all activities carried on therein including those of persons for whom the Corporation is in law responsible unless such losses, damages and expenses are incurred or sustained as a result of the negligence or willful default of the City or those for whom the City is in law responsible.

16. NOTICE

16.1 Any notice in writing required or permitted to be given to the City or the Corporation under this agreement shall be sufficiently given in writing and shall be either delivered to

the City or the Corporation or mailed by registered mail, postage prepaid, addressed to the City at:

Director, Parks & Recreation
228 Main Street North
Moose Jaw, Saskatchewan
S6H 3J8;

and to the Corporation at:

Moose Jaw Cultural Centre Inc.
P.O. Box 1782
Moose Jaw, Saskatchewan
S6H 7K8.

16.2 Any notice, request, demand or other communication given by mail as mentioned, if posted anywhere in Canada, shall be deemed to have been received on the second business day following the posting of it. Any party may change its address by notice served as mentioned.

17. ASSIGNMENT

17.1 The Corporation shall not assign its rights under this agreement without the City's prior written consent, which consent may be unreasonably withheld.

18. ENUREMENT

18.1 This agreement shall enure to the benefit of and shall bind the parties and their respective heirs, executors, administrators, successors and permitted assigns.

19. ENTIRE AGREEMENT

19.1 This agreement contains the entire agreement between the parties and supersedes all previous negotiations, understandings and agreements, verbal or written, with respect to any matters referred to in this agreement.

20. HEADINGS

20.1 Descriptive headings are inserted solely for convenience of reference. They do not form a part of this agreement and are not to be used in interpreting this agreement.

21. JURISDICTION

21.1 This agreement shall for all purposes be construed and interpreted according to the laws of the Province of Saskatchewan and any cause of action arising under or by virtue of this agreement shall be deemed to have arisen at the City of Moose Jaw in the Province of Saskatchewan and any such cause of action shall be tried in the Judicial Centre in which the City of Moose Jaw is situated.

22. SEVERABILITY

22.1 If any covenant or provision of this agreement is determined to be invalid or unenforceable in whole or in part, such invalidity or unenforceability shall attach only to such provision or part thereof and the remaining part of such provision and all other provisions shall continue in full force and effect.

IN WITNESS WHEREOF the Corporation has executed this agreement as attested to by the signatures(s) of its proper signing officer(s) this 24 day of January, 2003.

MOOSE JAW CULTURAL CENTRE INC.

Per: _____

Per: _____

IN WITNESS WHEREOF the City has executed this agreement as attested to by the signatures of its proper signing officers on the day and year first written above.

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW

MAYOR

CITY CLERK

MJM&AG
MOOSE JAW MUSEUM & ART GALLERY

RECEIVED
SEP 1 0 2019

September 10, 2019

The City of Moose Jaw
c/o Parks & Recreation
228 Main Street North
Moose Jaw, Saskatchewan, S6H 3J8

Dear Sirs:

Re: Request for 2020 Funding

As per the Agreement between the City of Moose Jaw and Moose Jaw Art Museum Incorporated, we hereby request annual funding for 2020 in the amount of $ 137,496, a 2% increase. The 2% increase is much needed as wages and materials continue to rise but funds from funding agencies such as the Saskatchewan Arts Board and Canada Council are consistent but have been at a standstill with regard to any increases for the last few years.

Enclosed is a copy of the 2018 audited financial statements of Moose Jaw Art Museum Incorporated and a budget with planned revenues and expenses for 2020, which was presented and approved at the September 6, 2019, meeting of the Financial Committee of the Board of Directors.

As noted above, the Moose Jaw Museum & Art Gallery has seen approval of consistent funding through federal and provincial grants. Although this grant funding supports some of our operation costs, much of it has to be spent on the specific projects as outlined in the grants. **Therefore, the struggle continues in budgeting salary and benefit increases for core staff.**

The Board of the MJM&AG appreciates the City's continued support for the care of the City of Moose Jaw's collections and for the salaries and benefits of essential core staff. Without it, the Museum's ability to continue to apply for, and carry out the work supported by, project funding will be jeopardized. Matching funding is also a criteria of many of these grants. It is important to the funding agencies that the professional level of work that is being accomplished at the Moose Jaw Museum & Art Gallery has continued support from the City of Moose Jaw. Accomplished projects and the funding awarded the Moose Jaw Museum & Art Gallery increase not only our profile, but the profile and reputation of the City of Moose Jaw. In addition, this funding also brings valuable provincial and federal dollars to our community. The City's continued support of operating expenses is not only appreciated but an essential part of our success.

If you have any questions, or need more information, please contact me. At the request of City Council, representatives of the Moose Jaw Museum & Art Gallery will be available to answer any questions with respect to the enclosed information and funding request.

Sincerely,
Ross Melanson, Operations Manager (on behalf of Jennifer McRorie, Curator Director)
Enclosures: 2

moose jaw museum & art gallery
crescent park, moose jaw, sk, s6h0x6
phone: 306.692.4471 fax: 306.694.8016
www.mjmag.ca

	MOOSE JAW MUSEUM & ART GALLERY				
	(Moose Jaw Art Museum Incorporated)				
	2020 Budget				
		Budget	Projected	Actual	
		2020	2019	2018	
GRANT REVENUE					
Federal Grants					
	MAP - Project Grants	94,540	55,336	35,531	Note 1
	CANADA COUNCIL - Art Museums & Public Galleries	65,000	65,000	75,000	Note 2
	CHIN - Internet Access/Community Memories	10,000	10,000		Note 3
	SUMMER STUDENT EMPLOYMENT				
	Summer Career Placement	4,600	4,600	4,603	
	Young Canada Works	4,850	4,850	4,848	
Total Federal Grants		178,990	139,786	119,982	
Provincial Grants					
	SAB - Global/Gallery	104,120	102,116	105,116	Note 4
	SaskCulture - MGP - Museum	30,000	30,000	30,000	Note 5
	GEL	15,000	12,000	10,000	Note 6
	SaskCulture Projects	5,000	7,000	5,000	Note 7
Total Provincial Grants		154,120	151,116	150,116	
Municipal Grants - City of Moose Jaw - Operating (approx 2% increase)		137,496	138,782	132,151	
Other Grants/Foundations		8,000	8,000	12,050	Note 8
TOTAL GRANTS		478,606	437,684	414,299	
SELF GENERATED REVENUE					
	Fundraising Revenue	39,855	39,855	33,973	
	Memberships	1,350	1,350	1,375	
	Donations	2,500	2,500	14,770	
	Sponsorships/Collaborations		23,000	4,399	
	Travelling Exhibition Revenue	15,000	9,000	23,000	Note 9
	Admissions	2,985	2,989	3,293	
	Education & Programs	30,400	30,400	26,650	
	Interest Income - Investments	500	500		
	Bank Interest	60	60	-	
	Memorial Education Fund Interest	1,340	1,340	1,081	
	Acquisition Fund Interest	2,100	2,100	2,382	Note 10
	Rental Income	2,200	2,200	2,291	
	Gift Shop Revenue & Publication Sales	5,500	5,500	8,730	
	Project cost Share	-	-	-	
	Peggy Fundraiser (to make 2020 installment payment)	20,000			Note 11
	Other Self-Generated Revenue	150	150	224	
TOTAL SELF-GENERATED REVENUE		123,940	120,944	122,168	
OTHER REVENUE					
	Donations to the Collection (Receipted)	-	-	130,075	Note 12
TOTAL REVENUE		**602,546**	**558,628**	**666,542**	
EXPENSES					
	Salaries	349,158	358,364	351,274	Note 13

	Benefits	56,331	56,944	54,080	
	Office Expense	20,331	20,240	17,859	
	Exhibitions Expense	121,781	89,885	63,273	Note 14
	Education & Programs Expense	13,040	12,690	16,982	Note 14
	Marketing & Promotion Expense	2,220	2,220	2,851	
	Fundraising Expense	2,825	2,250	11,726	
	Exhibition Openings & Other Special Events	2,150	2,825	2,358	
	Collections Expense	2,500	2,500	5,496	
	Professional Development, Conference & Travel Expense	2,000	500	1,409	
	Art Museum Shop Expense	1,960	1,950	1,821	
	Peggy Expense (payment of 2020 Installment)	20,000			Note 15
	Other Expense	500	500	-	
TOTAL OPERATING EXPENSES		594,796	550,868	529,129	
EXCESS OF REVENUE OVER OPERATING EXPENSES		7,750	7,760	137,413	
Less: Contributions to the Collections		-	-	130,075	
	Contribution to Equipment Reserve	7,750	7,750	7,750	
	Matching Project Cost Share			-	
	Contributions from Acquisistion Reserve	-	-	422	
	Memorial Education Fund Contributions	-	-	550	
Excess of Revenue over Expenses - Current Year		-		- 284	
Add: Surplus (Deficit) from Previous Year		-	-		
ACCUMULATED SURPLUS (DEFICIT)		-	-	- 284	Note 16

MOOSE JAW MUSEUM & ART GALLERY NOTES TO 2020 BUDGET

1. MAP (Museums Assistance Program) - Projects - Exhibitions
   MAP Grant Revenues include multi-year project funds.
   A project grant written to produce the travelling Embodied Ecologies exhibit was approved for June 2019 to March 2021.

2. Canada Council - Art Museums & Public Galleries
   Approved Funding for 2019 is $65,000.
   New Grant Written in 2019 for 2020.

3.Community Memories Grant
   To be written for 2020.

4. SAB - Global and Galley Grant
   Provincial funding cuts to SAB was felt by all organizations applying to them for grants in 2018/19. Although the grant jury recommended us for an increase based on our strong application, there were no funds available to do so. Therefore, the funding amount of $102,120 from the previous year was sustained for 2019 and 2020. There will also be an application for a $2,000 SAB mini Grant in 2020.

5. SaskCulture - MGP (Museum Grant Program)
   A multi year grant funding for 2020 of $30,000 will be written this fall.

6. GEL Collection
   A request for additional funds for GEL Collection will be made in 2019

7. SaskCulture Projects/Other Grants
   Funding through SKCulture CIF Grant to be written for Educational Programs and other project grants.

8. Other Grants and Foundations
   Funding through Moffat Family Fund Foundation, other Foundations and City of MJ Community Grant to be written for Educational Programs.

9. Travelling Exhibition Revenue
   These fees vary depending on the number of exhibitions that are travelling in a given year.

10. Acqusition Fund Interest
    Estimated amount as Reserve is held by the City of Moose Jaw.

11. Peggy Fundraisers
    Fundraisers will be established by the Board of Directors to raise funds for the 2020 installation payment for the Joe Faffard Sculpture, Peggy.

12. Donation to the Collection
    These works are appraised, donated to the Collection and provided Tax Receipts.

13. Salaries
    New contract will be negotiated at the end of 2019.

14. Exhibition Expense/Education & Programs Expense
    These expenses fluxuate yearly due to grant funding projects. (See note 1)

15. Peggy Expense
    See note 11

16. Deficit
    Funds will be used from the Project Cost Share reserve to cover the 2018 deficit.

MOOSE JAW ART MUSEUM INCORPORATED

Financial Statements

Year Ended December 31, 2018

MOOSE JAW ART MUSEUM INCORPORATED

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Year Ended December 31, 2018

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S.N.ROY & ASSOCIATES

AUDITORS' REPORT

To the Members of Moose Jaw Art Museum Incorporated

We have audited the statement of financial position of Moose Jaw Art Museum Incorporated as at December 31, 2018 and the statements of revenues and expenditures, changes in fund balances and cash flow for the year then ended. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

Revenues, by their nature, are not susceptible to verification by audit procedures. Accordingly, our examination was confined to a comparison of recorded deposits with bank statements.

In our opinion, except for the effects of the nature of revenues, as described in the preceding paragraph, these financial statements present fairly, in all material respects the financial position of the company as at December 31, 2018 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

S.N.Roy & Associates

Moose Jaw, Saskatchewan
March 22, 2019

610 1ST AVENUE NW • MOOSE JAW, SASKATCHEWAN • S6H 3M6
PHONE: (306) 694-1066 • FAX: (306) 694-1766

MOOSE JAW ART MUSEUM INCORPORATED

Statement of Financial Position

December 31, 2018

	2018	2017
ASSETS		
CURRENT		
Cash and bank	$ 99,978	$ 113,836
Accounts receivable	22,335	25,167
Inventory *(Note 3)*	6,122	6,552
Interest receivable	417	280
GST payable (receivable)	746	1,259
Prepaid expenses	252	-
	129,850	147,094
ACQUISITION FUND *(Note 7)*	94,949	94,528
MEMORIAL EDUCATION FUND *(Note 8)*	35,400	35,950
	$ 260,199	$ 277,572
LIABILITIES AND MEMBERS' DEFICIENCY NET ASSETS		
CURRENT		
Accounts payable	$ 3,887	$ 9,903
Provincial sales tax payable	856	733
Vacation payable	22,464	22,280
Employee deductions payable	6,715	6,554
Deferred income	68,186	79,598
Project cost share reserve *(Note 5)*	28,026	34,940
	130,134	154,008
ACQUISITION FUND RESERVE *(Note 7)*	94,949	94,528
MEMORIAL EDUCATION FUND RESERVE *(Note 8)*	35,400	35,950
	260,483	284,486
NET ASSETS		
Accumulated surplus	(284)	(6,914)
	$ 260,199	$ 277,572

ON BEHALF OF THE BOARD

Carol Acton *Director*

Linda Durkson *Director*

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Statement of Changes in Fund Balances

Year Ended December 31, 2018

	Accumulated Surplus	2018	2017
FUND BALANCES - BEGINNING OF YEAR	$ (6,914)	$ (6,914)	$ 3,362
Transfer from project cost share	6,914	6,914	-
Deficiency of revenue over expenses	(284)	(284)	(10,276)
FUND BALANCES - END OF YEAR	$ (284)	$ (284)	$ (6,914)

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Statement of Revenues and Expenditures

Year Ended December 31, 2018

	2018	2017
REVENUE		
Federal grants, per schedule	$ 119,982	$ 135,562
Provincial grants, per schedule *(Note 9)*	120,116	123,280
Municipal grants, per schedule	135,651	132,056
Other grants, per schedule	38,550	38,198
Facilities & program revenue, per schedule	116,383	100,742
Shop revenues, net *(Note 10)*	3,964	3,844
	534,646	533,682
EXPENSES, per schedule	535,059	544,582
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FROM OPERATIONS	(413)	(10,900)
MUSEUM COLLECTION		
Donations to the collection *(Note 11)*	130,075	13,950
Contributions to the collection *(Note 11)*	(130,075)	(13,950)
Fafard fundraising, net	11,935	-
Fafard acquisition	(11,935)	(19,530)
	-	(19,530)
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES BEFORE CONTRIBUTIONS TO RESERVES	(413)	(30,430)
CONTRIBUTIONS (WITHDRAWALS) TO RESERVES		
Acquisition fund	421	(664)
Memorial education fund	(550)	(19,490)
	(129)	(20,154)
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	$ (284)	$ (10,276)

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Schedule of Grant Revenues

Year Ended December 31, 2018

	2018	2017
FEDERAL GRANTS		
The Canada Council for the Arts	$ 65,000	$ 65,000
The Canada Council for the Arts - New Chapter Grant	10,000	-
Museums Assistance Program	35,531	52,038
Canada Summer Jobs	4,603	8,224
Young Canada Works	4,848	-
Canadian Heritage Information Network	-	300
Canadian Heritage Information Network - Community Memories	-	10,000
Total Federal Grants	$ 119,982	$ 135,562
PROVINCIAL GRANTS		
Saskatchewan Arts Board *(Note 9)*	$ 102,116	$ 104,200
Saskatchewan Arts Board - Other Grants	3,000	-
Gov't of Saskatchewan - Community Initiatives Fund	5,000	5,000
Gov't of Saskatchewan - GEL Collection	10,000	10,000
South Saskatchewan Communities Foundation	-	4,080
Total Provincial Grants	$ 120,116	$ 123,280
MUNICIPAL GRANTS		
City of Moose Jaw	$ 132,151	$ 129,913
City of Moose Jaw - Community Grant	3,500	2,143
Total Municipal Grants	$ 135,651	$ 132,056
OTHER GRANTS		
Holy Trinity Roman Catholic Separate School Division # 22	$ 2,472	$ 1,904
Moffat Family Fund	5,000	5,000
SaskCulture Inc. - Museum Grant Program	30,000	30,000
- Culture Days	-	1,293
Saskatchewan Liquor and Gaming Authority	1,078	-
Total Other Grants	$ 38,550	$ 38,197

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Schedule of Other Revenues

Year Ended December 31, 2018

	2018	2017
FACILITIES & PROGRAM REVENUE		
ParkArt	$ 28,752	$ 33,685
Education and programs	26,650	22,235
Interest	1,081	1,342
Acquisition Fund Interest	2,382	2,081
Donations	14,770	6,222
Admissions	3,293	3,777
Exhibition sponsorship	4,399	6,000
Programming sponsorship	-	3,056
Travelling exhibitions	23,000	9,575
Fundraising	5,221	6,945
Rental	2,291	3,344
Memberships	1,375	1,060
Publication Sales	2,945	205
Miscellaneous	224	1,215
Total Facilities & Program Revenue	$ 116,383	$ 100,742
ART MUSEUM SHOP REVENUE		
Revenues	$ 5,785	$ 6,415
Purchases including freight and selling expenses	(1,821)	(2,391)
Supplies	-	(180)
Net Revenues for the Period	$ 3,964	$ 3,844

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Schedule of Expenses

Year Ended December 31, 2018

	2018	2017
Salaries and wages	$ 351,274	$ 353,012
Employee benefits	54,080	54,258
Telephone	4,021	3,823
Postage	1,264	2,097
Office	8,537	9,923
Memberships and subscriptions	1,295	1,422
Accounting fees	2,742	2,957
Exhibition expense	6,865	12,125
Artist and professional fees and accomodations	28,039	18,902
Exhibition supplies and brochures	28,369	45,130
Art class instructor fees	8,190	7,940
Art class supplies	7,187	5,678
Education and program expense	1,606	1,463
Advertising and promotion	2,851	2,941
ParkArt expense	2,399	1,934
Special events and fundraising	11,685	5,604
Appraisals	2,424	200
Collections expense	1,113	2,256
Collections purchases *(Note 11)*	1,960	2,745
Conferences and professional development	1,408	2,415
Contribution to City of Moose Jaw reserves *(Note 3)*	7,750	7,757
	$ 535,059	$ 544,582

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2018

	2018	2017
OPERATING ACTIVITIES		
Deficiency of revenue over schedule of expenses	$ (284)	$ (10,276)
Changes in non-cash working capital:		
Accounts receivable	2,832	(2,881)
Interest receivable	(137)	160
Inventory	430	(344)
Accounts payable	(6,016)	6,985
Deferred income	(11,412)	(54,026)
Prepaid expenses	(252)	1,341
GST payable (receivable)	513	(315)
PST payable (receivable)	123	(320)
Vacation payable	184	170
Employee deductions payable	161	6,554
Project cost share reserve	(6,914)	-
	(20,488)	(42,676)
Cash flow used by operating activities	(20,772)	(52,952)
FINANCING ACTIVITY		
Transfer from project cost share	6,914	-
Cash flow from financing activity	6,914	-
DECREASE IN CASH FLOW	(13,858)	(52,952)
Cash - beginning of year	113,836	166,788
CASH - END OF YEAR	$ 99,978	$ 113,836

See notes to financial statements

MOOSE JAW ART MUSEUM INCORPORATED

Notes to Financial Statements

Year Ended December 31, 2018

1. DESCRIPTION OF OPERATIONS

Moose Jaw Art Museum Incorporated was incorporated in 1995 for the purpose of managing and operating the Moose Jaw Art Museum. Ownership of all capital assets remains with the City of Moose Jaw.

2. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are short term investments and are valued at cost. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than ninety days.

Contributed services

The operations of the organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

Goods and Services Tax

Contributed materials and services are recoverable at 50% as a rebate. The unrecoverable portion is recorded as an expense with the rebate treated as a receivable.

Net assets

1. Unrestricted net assets comprise the excess of revenue over expenses accumulated by the organization each year, net of transfers, and are available for general purposes.

Revenue recognition

Moose Jaw Art Museum Incorporated follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

(continues)

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Investment in capital assets

Amortization is not recorded in accounts as all capital assests are the property of the City of Moose Jaw. As part of the corporation's operating agreement with the City of Moose Jaw, an annual contribution from the corporation's operating budget to the City's equipment reserve fund is required. This reserve is for the replacement of office and program equipment. The contribution is calculated by the City based on their established policies. In 2018, the amount contributed was $7,750 and is recorded as an operating expense in the financial statements.

4. FINANCIAL INSTRUMENTS

The company is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the company's risk exposure and concentration as of December 31, 2018.

(a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The company is exposed to this risk mainly in respect of its receipt of funds from its funders and other related sources and accounts payable.

Unless otherwise noted, it is management's opinion that the company is not exposed to significant other price risks arising from these financial instruments.

5. PROJECT COST SHARE

The funding arrangements for several projects undertaken by Moose Jaw Art Museum Incorporated includes a cost sharing component. The Board of Directors has established a project cost share reserve in order to ensure that sufficient funds are available for the organization's commitments, to be expended as projects are completed.

6. FAFARD ACQUISITION

The organization has committed to the purchase of a bronze sculpture "Peggy" by Joe Fafard. The organization is currently in possession of the artwork. The total cost of the acquisition is $100,000 plus applicable taxes. The sculpture is currently valued at $150,000.

Moose Jaw Art Museum Incorporated will be embarking on a fundraising campaign in order to finance acquisition of the artwork. It is expected that the campaign will take several years to complete.

Because ownership of The Art and Heritage Collection is vested with the City of Moose Jaw and the success of the campaign is uncertain, the liability for the remaining acquisition costs have not been recorded on these financial statements.

MOOSE JAW ART MUSEUM INCORPORATED

Notes to Financial Statements

Year Ended December 31, 2018

7. ACQUISITION FUND

The Acquisition Fund Reserve is held by the City of Moose Jaw. The Moose Jaw Art Museum Incorporated is allowed to spend 80% of the interest earned in the fund on acquisitions. The current balance of the Acquisition Fund is $94,949 as at December 31, 2018. Of this amount, $2,509 is available for use by Moose Jaw Art Museum Incorporated.

8. MEMORIAL EDUCATION FUND

A motion of the Board of Moose Jaw Art Museum Incorporated established the Memorial Education Fund. Interest earned on the fund is used for educational projects and programming of the Moose Jaw Art Museum Incorporated.

	2018
Fund Contributions	
Estate of Wesley Clare Dennis	$ 19,448
Estate of Eva Dennis	16,034
	$ 35,482
Fund Balances - at cost	
VanCity Credit Union GIC maturing June 27, 2019 @ 2.30%	$ 35,400

As at December 31, 2018 the market value of the fund is $35,817.

The Board of Directors has approved the transfer of $25,000 from the Memorial Education Fund to the Operating Fund in order to finance the initial instalment of the purchase of the artwork "Peggy" by Joe Fafard. The initial transfer of the funding is to be repaid to the Memorial Education Fund via the fundraising campaign.

Schedule of Fund Transactions	
Fund Balance - Beginning of the Year	$ 35,950
Contribution to General Fund	(550)
	$ 35,400

Amounts transferred from the Memorial Education Fund and the amounts repaid are detailed below:

Schedule of Fund Repayment	
Funds transferred	$ 25,000

9. SASKATCHEWAN ARTS BOARD

The amount reported in these financial statements as grant revenue from the Saskatchewan Arts Board is made up of a combination of Lottery and non-Lottery funding. This is made possible through the Partnership Agreement between the Saskatchewan Arts Board and SaskCulture Inc., which is the Trustee for the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. Under the terms of this agreement for the applicable period, SaskCulture allocated a specified amount of Lottery funds to the Saskatchewan Arts Board as a portion of the total envelope of funds available for the program(s) through which this grant was adjudicated and approved.

10. ART MUSEUM SHOP OPERATIONS

Income and expenses from the Art Museum Shop operations are shown on a separate schedule and are recorded separately on the Statement of Revenues and Expenditures.

11. ART MUSEUM COLLECTION

The Art and Heritage Collection has not been capitalized on the Statement of Financial Position due to the fact that ownership of these assets remains with the City of Moose Jaw. Collections purchases are recorded at cost on the Schedule of Expenses in the period in which the items are acquired. Donated items for which official tax receipts are issued are recorded as revenue and expense on the Statement of Revenues and Expenditures at the stated appraised value. Appraised values in excess of $1,000 are established by independent professional sources.

Capital Equipment Budget
2020 to 2024

2020 Small Equipment Purchases

1	Digital LUX Metre #18	600.00	all replacements
1	Laptop #58	1,890.00	
1	Sound System #64	1,874.00	
1	Gallery Security #44	8,500.00	
	Misc	5,000.00	
		17,864.00	

2021 Small Equipment Purchases

2	Gallery Seating	3,300.00	replacements
4	Multi-tilt office chairs #60/63	2,116.00	replacements
1	Office Assisant Computer #78	1,382.00	replacements
12	Matrix Chairs, Poly-Chrome #8	1,300.00	replacements
	Misc	5,000.00	
		13,098.00	

2022 Small Equipment Purchases

1	Pallet Stacker #67	4,800.00	all replacements
1	Gift Shop Lap Top #79	957.00	
1	WiFi for Lobby/Gallery/Ed Room #80	1,100.00	
		6,857.00	

2022 Large Equipment Reserve

1	Photocopier #54	7,400.00	
		7,400.00	

2023 Small Equipment Purchases

1	Computer Desk 36" x 72" with 60" run out #9	575.00	all replacements
2	Computer Desk 36" x 72" & 42" X 42"#10	2,050.00	
1	Computer Desk 30" x 60" #11	575.00	
1	Dishwasher #16	545.00	
1	Book Display unit #22	1,700.00	
1	Glass Display unit #23 - Shop	500.00	
2	Jewerly Display units #24 - Shop	2,000.00	
1	Card Display unit - #25 - Shop	1,575.00	
1	Lecturnette #41	2,345.00	
3	Cole Blueprint Cabinettes - Vaults #42	4,155.00	
	Misc	5,000.00	
		21,020.00	

2024 Small Equipment Purchases

4	Lounge Chairs Upolstered #4	4,000.00	all replacements
1	Table, folding 3'x8' #6	97.00	
1	UPS Machine for Shop #68	500.00	
1	Wireless Patron counter #70	1,000.00	
		5,597.00	

Moose Jaw Art Museum Incorporated
Small Equipment List
01/01/2019

Item #	Description	Replacement Value or Purchase Cost	Total Life	Remaining Life	Annual Deprec Required	Accum Deprec	Purchased or Scheduled for Replacement In:
1	8 - Chairs, l-back,tilt,cloth (Added 2 years to life)	2,500	21	17	-	2,775	
2	5 - Side Chairs, with arms	1,918	20	17	49.19	166	
3	6 - Side Chairs	2,302	20	17	59.04	199	
4	4 - Lounge Chairs, upholstered	4,000	10	5	286.29	1,711	
5	12 - Tables, folding 3' x 6' - $85.00 each	1,386	20	11	35.55	433	
6	1 - Table, folding, 3' x 8'	97	20	5	2.49	61	
7	4 - Tables, P-LAM top, oak trim, 6' x 4' x 30'	3,450	40	14	21.03	1,319	
8	12 - Matrix Chairs, poly/chrome	1,300	25	2		1,300	fully decpreciated 2019
9	1 - Desk, computer, 36" x 72" with 60" run-out	575	30	4	6.86	430	
10	2 - Desks, computer, 36" x 72" and 42" x 24"	2,050	30	4	24.46	1,534	
11	1 - Desk, computer, 60" x 30"	575	30	4	6.86	430	
12	6 - Filing Cabinet, legal, two-drawer - $320 each	2,095	35	9	17.74	1,112	
13	9 - Filing Cabinet, lateral, four-drawer - $520 each	5,100	35	9	43.18	2,707	
14	1 - Refridgerator, Westinghouse, SN#2A2300606	980	20	14	25.13	186	
15	1 - Stove, Norge 30", SN#52C136697073	735	20	14	18.85	139	
16	1 - Dishwasher, Admiral, SN#FB1710276	545	15	4	22.09	351	
17	1 - Photo Enlarger, Belser 675 DXL	1,550	30	5	-	-	Not Presently Being Used
18	1 - Digital LVX Metre	600	25	1	10.32	556	2020
19	2 - Work Tables - 4' x 6'	675	35	9	5.71	358	
20	1 - Display Board (Added 9 years to total life)	1,800	33	0	-	1,800	Fully Depreciated by 2004 replace in 2019
21	1 - Cash Register, Sharpe ER 2396, SN#190083	1,025	10	0	-	-	Not Presently Being Used
22	1 - Book Display Unit	1,700	30	4	20.29	1,272	
23	1 - Glass Display Unit - shop	500	30	4	5.97	374	
24	2 - Jewellery Display Units - shop	2,000	30	4	23.87	1,497	
25	1 - Card Display Unit	1,575	30	4	18.79	1,179	
26	1 - Printer, HP LaserJet	2,560	7	0	287.72	2,560	2019
27	2 - Storage Racks	2,200	40	14	13.41	841	*increase remaining life 10yrs
28	2 - Storage Racks	2,475	40	14	15.09	946	*increase remaining life 10yrs
29	2 - Storage Racks	2,300	40	14	14.02	879	*increase remaining life 10yrs
30	2 - Storage Racks	2,075	40	14	12.65	793	*increase remaining life 10yrs
31	1 - Print Storage Unit	500	35	9	4.23	265	*increase remaining life 5yrs
32	1 - Art Matt Cutter	1,620	10	6	115.95	538	
33	2 - Tables, P-LAM tops, oak trim, 5' x 10'	4,100	40	15	24.99	1,453	*increase remaining life 10yrs
34	1 - Catalogue and Gift Wrap Display	1,200	40	15	7.31	425	*increase remaining life 10yrs
35	1 - Painting Stand	875	40	15	5.33	310	*increase remaining life 10yrs
36	21 - Tables, cube seating,17"(Added 3 yrs to life)	6,075	25	17	104.46	1,096	
37	5 - Hydrothermographs	4,000	20	16	102.58	476	2015/2020
38	2 - Shelving Units, oak	700	33	7	6.78	425	
39	1 - Sony 27" TV & AV Cart	1,000	10	6	71.57	332	
40	1 - Typewriter, IBM	1,000				434	Obsolete
41	1 - Lecturnette	2,345	15	4	95.04	1,508	
42	3 - Cabinets, Cole Blueprint	4,155	30	4	49.58	3,109	
43	1 - Kiln	2,340	20	20	60.01	-	2018
44	1 - Gallery Security System DVR, recorder, harddrive, burner,software, monitor, Keyboard, mouse, transformer and 11 cameras	8,500	5	1	-	8,500	2015/2020 (fully depreicated by 2014)
45	4 - computer systems with monitors/setup fee	3,500	5	4	585.74	621	2019
45A	3 - computer systems/software with setup	6,400	5	4	1,071.07	1,135	2018
46	1 - Server & UPS 1500	3,375	5	0	564.82	3,375	2019

Moose Jaw Art Museum Incorporated
Small Equipment List
01/01/2019

Item #	Description	Replacement Value or Purchase Cost	Total Life	Remaining Life	Annual Deprec Required	Accum Deprec	Purchased or Scheduled for Replacement In:
47	1 - Network System Software	1,917	5	0	320.82	1,917	2019
48	1 - Virtual Collection,Creative Suite,Filepro & instal	1,500	5	0	251.03	1,500	2018
49	1 - Scanner – added 3 yrs to life	500			-	406	**purchasedunder$500/2014**
50	1 - Slide Projector - Kodak 4600, with lens	600				244	Obsolete
51	2 - Gallery Seating	3,300	10	2	236.19	2,478	2021
52	1 - Canon Digital Camera	650	5	3	108.78	238	2017
53	1 - Computer Backup System	1,600	5	0	267.77	1,600	2019
54	**1 - Photocopier - Canon imageRUNNER 2200**	**7,500**	**5**	**3**	1,255.16	2,741	**Major Equipment 2017**
55	1 - Col Printer-Canon/Yamaha CDRW–added 2 yrs					-	purchasedunder$500/2014
56	1 - Slide Scanner – Minolta-added 2 yrs.	765		3		574	Obsolete
57	1 - Computer Systems with Monitor	1,500	5	4	251.03	266	2018
58	1 - Laptop Computer	1,890	6	1	255.62	1,527	2020
59	1 - Blueprint Cabinet	1,460	40	26	8.90	198	crease remaining life 10yrs
60	2 - Chairs, low-back, multi-tilt, upholstered	1,066	15	2	43.21	865	2021
61	1 - Blueprint Cabinet	1,460	40	28	8.90	159	*increase remaining life 10yrs
62	2- Video Projector	2,100	10	7	150.30	507	
63	2 - Multi-tilt Office Chairs	1,050	15	2	42.56	852	2021
64	1 - Sound System	1,874	15	1	75.95	1,692	2020
65	3- Carts- 1 Drywall/2 shelf Carts	662	30	16	7.90	176	
66	1 – Skutt Environment for Kiln	679	12	11	37.97	40	Fully depreciated 2017
67	1 – Pallet Stacket	4,800	15	3	194.55	3,479	2022
68	1- UPS Machine for Shop	500	6	5	67.62	72	2017
69	1 – Security Station Desk	525	30	19	6.26	99	
70	1 Wireless Patron Counter	1,000	15	5	40.53	566	
71	1 - Blueprint Cabinet with Base	1,770	40	33	10.79	96	New - 2012
72	1 - registrar cabinet					-	decided not to purchase
73	1 - shop display case	1,000	40	32	6.10	64	crease remaining life 10yrs
74	1 - Blueprint Cabinet	1,600	40	35	9.75	$58.28	
75	7-8 phone sets	4,200	15	9	170.23	1,259	
76	45 - Hands-on Room Chairs	2,785	20	17	71.42	241	Was a 2016 New purchase
77	2-outside Display Bds	2,000	25	23	34.39	75	Was a 2016 New purchase
78	1 - Office Assistant Computer	1,382	5	2	231.28	780	2021
79	1 - Gift Shop Laptop	957	5	3	160.16	350	
80	1- Wifi for Foyer, galleries and Ed Room	1,100	5	3	184.09	402	
81	1-Curators Laptop	1,270	5	4	212.54	225	
TOTAL REPLACEMENT VALUE		**$ 161,290.00**			**$ 8,637.91**	**$ 77,658.98**	

EQUIP RESERVE SM EQP BAL - December 31, 2012 ??	**$ 107,410**	**$ 1,785.06**
Equipment Purchases 2011	**$ -**	
NET BALANCE	**$ 107,410**	
Net Payment Required from Art Museum		**$ 6,852.85**

Estimated 2012 Balance:

op bal	113410
new items	-6000 Phone sets #75 & Blueprint cabinet #74

Moose Jaw Art Museum Incorporated
Small Equipment List
01/01/2019

Item #	Description	Replacement Value or Purchase Cost	Total Life	Remaining Life	Annual Deprec Required	Accum Deprec	Purchased or Scheduled for Replacement In:	
							Purch	0
							Int	0
								107410

MOOSE JAW EXHIBITION COMPANY LTD

250 Thatcher Drive E.,
Moose Jaw, SK.
S6J 1L7

Telephone: (306) 692-2723
Fax: (306) 692-2762
E-mail: moosejawexh@sasktel.net
Web: www.moosejawex.com

City of Moose Jaw
Attn: Derek Blais, Director of Parks and Recreation
228 Main Street North
Moose Jaw, SK S6H 3J8

RECEIVED
AUG 2 2 2019

Dear Mr. Derek Blais,

We are pleased to provide you the information required for the 2020 Third Party Funding. We understand that the funding level for 2020 will be submitting a 2% increase to the funding in the 2020 Operating Budget subject to City Council's approval and wish to thank you for that. Below is the information you requested.

SK Burrowing Owl Interpretive Centre
Attn: George Fowler, General Manager
c/o Moose Jaw Exhibition Company
250 Thatcher Drive East
Moose Jaw, SK S6J 1L7
Phone: 306-692-2723

The purpose of the Burrowing Owl Centre is to educate people about the situation of the owl and the fact it is an endangered species. We focus on why it is an endangered species and the pressure that man and development have put on it. We do this in two manners, one is the Centre. It is open to the public from May to September each year and is very popular with tourists coming to the City. Our second outreach program runs all year but with a major focus from September to April. We take an owl out to many of the schools in the City and also many seniors homes and spend an hour with groups of many sizes. We also take the owls out of town and teach people about them in other centres. Another part of our work with the owls is breeding, both for having birds to imprint for educational purposes, and also to release.

The centre runs with one full time co-ordinator and two summer students. The Moose Jaw Exhibition Company provides the maintenance workers and office support to keep the centre operating. Many of the Exhibition Company board members volunteer to help keep the centre open, providing fund raising support and some committee over sight.

Attached is a copy of the 2019 income & expenses to date, as well as an estimate for 2020 income and expenses. The Moose Jaw Exhibition Company covers all insurance, power, gas, accounting, and management support costs for the centre as well as upkeep on the buildings.

The funding we receive from the city is used to help keep the centre open from May to September so that tourists visiting the city can come see the owls and learn about the endangered species first hand.

We wish to thank the city for providing this Third Party Funding to the owl centre. Without support like this, the centre would not be able to stay open.

MOOSE JAW EXHIBITION COMPANY LTD

250 Thatcher Drive E.,
Moose Jaw, SK.
S6J 1L7

Telephone: (306) 692-2723
Fax: (306) 692-2762
E-mail: moosejawexh@sasktel.net
Web: www.moosejawex.com

STATEMENT FOR SBOIC FROM JANUARY 1, 2019 – JULY 31, 2019

INCOME		**EXPENSES**	
Donations:	$12,500	Wages:	$37,250
Fundraising:	$3,950	Merch. Cost:	$4,600
Merch. Sales:	$9,700	Fundraising:	$1,500
Adopt An Owl:	$10,600	Adopt An Owl:	$850
Grants:	$9,200	Advertising:	$1,950
		Owl Food:	$5,850
		Vet Care:	$1,925
	$45,950		**$53,925**

APPROXIMATE BUDGET FOR SBOIC FROM JANUARY 1, 2020 – DECEMBER 31, 2020

INCOME		**EXPENSES**	
Donations:	$17,900	Wages:	$58,000
Fundraising:	$14,750	Merch. Cost:	$5,800
Merch. Sales:	$11,900	Fundraising:	$4,500
Adopt an Owl:	$18,800	Adopt an Owl:	$1,600
Grants:	$11,000	Advertising:	$3,200
		Owl Food:	$8,200
		Vet Cate:	$3,200
	$74,350		**$84,500**

Moose Jaw Exhibition Company LTD
Board of Directors 2019

Judy Wilson – President *Occupation:* *999 Hawthorne Crescent* *Moose Jaw SK S6H 6T5* *H-692-6106 B-691-2063* *jjwil@sasktel.net*	***Ray Whitney – Director-at-large*** *Occupation:* PO Box 183 Moose Jaw SK S6H 4N8 H- 6932122 catscottage@sasktel.net	***Michelle Blakely – Director at Large*** *Occupation:* *1143 Alder Ave* *Moose Jaw SK S0H 0Y6* *B-624-2040* Admin.tmj@sasktel.net
Terry Hetke – Director-at-large *Occupation:* *1227 Henleaze Ave* *Moose Jaw SK S6H 3W1* *H-693-9683 C-631-1415* *thetke@sasktel.net*	***Joyce Walter – Director*** *Occupation: Journalist* 1067 3rd Ave NW Moose Jaw SK S6H 3T8 H- 692-7357 C- 631-3666 ronjoy@sasktel.net	
Lee Bellows – Director *Occupation: Retired/Rodeo Pro* 14 Wellington Drive Moose Jaw SK S6K 1A3 H- 693-7533 rodeoreplays@shaw.ca	***Melanie Burns – Director*** *Occupation: Mental Health Worker* 1144 3rd Ave NE Moose Jaw SK S6H 1G1 H- 693-1808 B- 694-5089 imburns@saktel.net	***George Fowler – Director*** *Occupation:* 1647 Pascoe Crescent Moose Jaw SK S6H 6Z7 B- 692-2723 moosejawexh@sasktel.net
Crystal Froese – City Council Rep *Occupation:* 179 Elsom St Moose Jaw SK S6H 4V2 C: 306-631-2995 cfroese@moosejaw.ca	***Allison Rain – Director*** *Occupation: Nurse* 659 Duffield ST W Moose Jaw SK S6H 5J2 H- 693-5729 connet@saktel.net	***Bobbi Jo Reeves – Director-at-large*** *Occupation: Horse Trainer* PO Box 431-Station Main Moose Jaw SK S6H 4P1 H- 692-0016 C-690-7704 *No E-mail-Put Info in Mail Box*
Joel Scott – Director *Occupation: Musician* 775 Athabasca ST E Moose Jaw SK S6H 0M4 H-972-1995 C-690-1995 joelsask@gmail.com	***Glenn Tomyn – Director*** *Occupation:* *1530 Grace* *Moose Jaw SK S6H 3E2* *H-692-6803 C-* *gt1967@shaw.ca*	

LETTER OF COMMUNICATION

TITLE: Moose Jaw Municipal Airport Authority Budgetary Request

TO: City Of Moose Jaw City Council

FROM: Moose Jaw Municipal Airport Authority

DATE: November 04, 2019

Whereas the City of Moose Jaw has approved the formation of an Airport Authority. Per Bylaw No. 5561 (Moose Jaw Municipal Airport Authority Bylaw) 7.1.b.i & ii that the City should forward all monies as listed, to include all monies paid for leases of the expropriated land (farmland and hangar leases) as they are paid to the city. Furthermore the City will forward the approved $30,000 funds pledge to match the RM of Moose Jaw's payment, on January 15, 2020.

Funds as noted in the MJMAA budget:

- Hangar Leases (was $29,748 in 2018)
- Farmland Lease (was $86,130 in 2018; payable January 15th)
- Matching funds to RM funding pledge ($30,000)
- Total Funds in approximation - $145,878 (to be adjusted based on any material changes to existing or additional leases in 2019.)

Following the approval of an updated budget (attached), in accordance with City Bylaw No. 5561 and the MJMAA Strategic plan (White Paper of June 2018), the MJMAA will initiate management and operations as soon as insurance has been secured and the approved operating agreement has been signed.

Respectfully submitted on behalf of the MJMAA by:

X _____

Greg Simpson

Chairman, MJMAA

X _____

Jarrett Johnson

Vice Chairman, MJMAA

Moose Jaw Airport Authority															
Cash Flow Projection -Expansion															
Assumptions				Years showing Expanded Operations											
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	Projected Inflation	2%													
Revenue															
	Hangar lease revenue														
	Hangar Lease Rate ($/sqr-ft)	$ 0.500	$ 0.500	$ 0.500	$ 0.510	$ 0.520	$ 0.531	$ 0.541	$ 0.552	$ 0.563	$ 0.574	$ 0.586	$ 0.598	$ 0.609	
	Existing Leased Hangar Space(sqr ft)	59496	59496	59496	59496	59496	59496	59496	59496	59496	59496	59496	59496	59496	
	New Hangars built/year (max 10)		0	0	1	1	1	1	1	1	1	0	0	0	
	Additional Hangar space added				4958	4958	4958	4958	4958	4958	4958	0	0	0	
	Accumulative new hangar space				4958	9916	14874	19832	24790	29748	34706	34706	34706	34706	
	Fuel Tax														
	Tax rate/litre	$ 0.050	$ 0.050	$ 0.050	$ 0.050	$ 0.051	$ 0.052	$ 0.053	$ 0.054	$ 0.055	$ 0.056	$ 0.057	$ 0.059	$ 0.060	
	Annual Litres		121,000	242,000	259,182	264,366	269,653	275,046	280,547	286,158	291,881	297,719	303,673	309,746	
	Farmland Acerage		580	540	540	540	540	540	540	540	540	540	540	540	
	Rental Rate ($/Acre)		$ 148.50	$ 148.50	$ 148.50	$ 148.50	$ 151.47	$ 154.50	$ 157.59	$ 160.74	$ 163.96	$ 167.24	$ 170.58	$ 173.99	
Cash Flows			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Cash In-Flows															
Hangar Lease Revenue (existing)			29,748	29,748	30,343	30,950	31,569	32,200	32,844	33,501	34,171	34,855	35,552	36,263	
New (8) Hangar Lease			-	-	2,529	5,158	7,892	10,733	13,685	16,751	19,933	20,332	20,738	21,153	
CAPP			-	-	-	-	-	-	-	-	-	-	-	-	
Engineering CAPP			-	-	-	-	-	-	-	-	-	-	-	-	
User Fees (new)			1,000	3,000	3,366	3,433	3,502	3,572	3,643	3,716	3,791	3,866	3,944	4,023	
Fuel Surcharge			6,050	12,100	12,959	13,483	14,027	14,594	15,184	15,797	16,435	17,099	17,790	18,509	
CITY ($1/2M Loan)			500,000	-	-	-	-	-	-	-	-	-	-	-	
Shareholder Loan (0% Interest-10yr repayment)			500,000	-	-	-	-	-	-	-	-	-	-	-	
Province (Matching) see note 1			1,000,000	-	-	-	-	-	-	-	-	-	-	-	
Federal (Matching)			1,000,000	-	-	-	-	-	-	-	-	-	-	-	
Farmland Rental Payment			86,130	80,190	80,190	80,190	81,794	83,430	85,098	86,800	88,536	90,307	92,113	93,955	
RM Grant			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
City Match to RM Funds			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
Total Cash In-Flows			3,182,928	185,038	189,387	193,214	198,784	204,529	210,455	216,565	222,866	226,459	230,137	233,903	5,494,265
Cash Out-Flows															
Operational Maintenance Costs			45,000	75,000	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874	89,632	
Property Taxes to RM			1,600	1,632	1,665	1,698	1,732	1,767	1,802	1,838	1,875	1,912	1,950	1,989	
Airport Expansion			3,000,000	-	-	-	-	-	-	-	-	-	-	-	
Stakeholder Loan Repayment			-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		500,000
Marketing Budget			20,000	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380	
Accounting			2,500	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988	3,047	
Insurance - Authority			2,500	2,500	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585	3,657	
Insurance- Airport Op's			8,500	10,000	9,945	10,144	10,347	10,554	10,765	10,980	11,200	11,424	11,652	11,885	
Instrument Approach Maint Costs			5,667	5,667	5,780	5,896	6,014	6,134	6,256	6,382	6,509	6,639	6,772	6,908	
Non-Profit Filing			100	100	102	104	106	108	110	113	115	117	120	122	
Administration (phone)			1,200	1,200	1,224	1,248	1,273	1,299	1,325	1,351	1,378	1,406	1,434	1,463	
PT Staff			12,000	12,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	21,512	21,942	
CAPP Expenses			40,000	-	-	-	-		-	-	-	-	-	-	
Total Cash Out-flows			3,139,067	180,599	188,086	190,847	193,664	196,538	199,468	202,458	205,507	208,617	211,789	165,025	5,281,665
NET CASH FLOW			43,861	4,439	1,301	2,367	5,120	7,992	10,986	14,108	17,360	17,842	18,348	68,878	212,601
Interest															

Moose Jaw Municipal Airport White Paper

AS PREPARED FOR
THE CITY OF MOOSE JAW
EXECUTIVE COUNCIL

JUNE 2017

BY: MS. MARYSE CARMICHAEL
MR. GREG SIMPSON
MR JARRETT JOHNSON

A. Acronym List

1. MJMA – Moose Jaw Municipal Airport
2. MJMAA – Moose Jaw Municipal Airport Authority

B. Purpose

The purpose of this paper is to assist the City of Moose Jaw Executive Council to understand the historical and current state of the Moose Jaw Municipal Airport (herein referred to as MJMA) and the proposed benefits and economic impact of the formation of the MJMA Authority (herein referred to as MJMAA). The final goal is to obtain City of Moose Jaw council approval for the creation of the MJMAA and its incorporation into a non-profit corporation under *The Non-Profit Corporations Act: 1995 (Saskatchewan).*

C. Overview

Over the past 20 years in Canada, and internationally, profound changes have been seen in how airports are owned, governed, and managed. The MJMA was developed in the late 1970's on 640 acres purchased for the sole purpose of building and developing an airport. This airport currently provides limited aviation fuel services, storage, maintenance, flight training as well as agricultural and recreational flights. Additionally, MJMA also supports itinerant charter, tourism, business and medevac flights.

The MJMA was originally built with the intent of meeting aviation requirements of the day. While there has been incidental maintenance, the main structures of the airport have not been upgraded since this time and do not currently meet the present day increasing operational ground and air traffic as well as aviation requirements. MJMA has one runway with a length of 2954' X 75' which limits the type and size of aircraft that can safely operate within the confines of the current amenities.

The airport is home to two businesses: Provincial Airways, who provide aerial application on 175,000 acres of land annually, and Skydive South Saskatchewan. Operations at the MJMA employ seven full time and eight seasonal employees and is home to approximately 30 privately owned aircraft. There are 12 hangars located at the airport, 11 of which have been built in the past eight years. At present all the allocated space for hangars has been fully developed therefore capping expansion within the current infrastructure.

According to an informal survey completed in the fall of 2015, survey results showed that within the last three years greater than 80% of all aircraft events occurring at the airport are business related. The businesses surveyed are all located within the City of Moose Jaw employing more than 300 people locally, and 50 people regionally. While Moose Jaw is the 4th largest city in Saskatchewan, the current airport is nearly half the size of the airport of the next largest city and is the smallest of the nine Saskatchewan city airports.

D. Mission

MJMAA shall operate, maintain and preserve a safe, high quality aviation facility that will serve the City of Moose Jaw as well as southern Saskatchewan surrounding area, along with its partners by:

1. Fostering high standards in safety and security.
2. Maintaining operations that meet environmental and energy standards.
3. Meeting and exceeding customer needs by striving to meeting customer expectations through maintaining and providing a customer-focused and efficient operations.
4. Evaluating and responding to community needs and requirements for commercial air service.
5. Support, when possible, RCAF and RCAF industry partners located at 15 Wing Moose Jaw.
6. Provide gateway for business, commercial, as well as aviation development and expansion.
7. Accountable for prudent financial management and sustainable processes, to stakeholders and taxpayers.

E. Vision

MJMA to be the prime general aviation airport in southern Saskatchewan to serve the socioeconomic needs of the City of Moose Jaw, the Industrial Corridor and the surrounding rural and agricultural communities.

F. Business Plan

The MJMAA has potential to be an economic driver with its proximity to 15 Wing Moose Jaw, the US border, as well as the chance to offer an alternative to the busy Regina International Airport for the business and general aviation community. The MJMA provides for millions in revenues and provides highly skilled jobs. The airport should be viewed as a key asset vs a burden to budget for the City of Moose Jaw. The following are initiatives of the future MJMAA, in partnership with all levels of government, including local RMs and the City of Moose Jaw:

1. Ensure the continuation of safe and efficient operations of the current MJMA facilities.
2. Extend the existing runway to allow for multi-engine aircraft, corporate/business aircraft, aerospace industry and RCAF assets to safely operate at the MJMA. This will include additional taxiways and lighting, ramp surfaces, updated instrument approaches, and de-icing capabilities,
3. Airport Development – maintain and improve existing business relationships and support their continued development; to respond effectively to development opportunities for hangar space and aviation related business; foster aviation related growth and development in future private and public partnerships.
4. Encourage chartered flight opportunities, to include flights to support northern Saskatchewan mining and exploration.
5. Built a grass crosswind runway.

G. Business Strategies

Estimate for the 2014 Economic Impact of the Moose Jaw Municipal Airport

Direct Impact

FTEs	Labour Income	Other Expenditures	Economic Output
15	$850,000	$1,250,000	$2,100,000

Total Impact

FTEs	Labour Income	Other Expenditures	Economic Output
32	$1,615,000	$2,625,000	$4,240,000

The MJMA Task Team Report, December 2014, provided in Annex A, recommended the formation of an Airport Authority for the local MJMA. The creation of the authority would provide for stakeholders, business development, aviation professionals, and 15 Wing to serve the community by expanding jobs for highly trained and highly skilled people as well as providing a sharp focus on airport operations and business.

H. S.W.O.T. Analysis

STRENGTHS

- Aviation Business Community
- Supports business and commercial development
- RM of MJ support
- Close to Highway #1 and #301
- Large land base for development
- No noise or environmental issues
- Enhances the economy (tourism, visitors, industry)

WEAKNESSES

- Lack of runway length
- Poor runway maintenance
- No lighting on the apron
- No signage
- No road to the current hangars
- No terminal or washroom facilities
- No space for new hanger inquiries
- No business strategy or vision

- Lack of funding from provincial and/or federal sources
- Lack of hangar space
- Lack of apron space
- Poor transportation from airport to city

OPPORTUNITIES

- Extending runway and taxiways allows for larger aircraft to access MJ
- Expanded training from 15 Wing
- New hangar development
- Encourages youth to consider aviation related careers (highly trained and high paying)
- Enhanced relationship with tourism (Tourism Moose Jaw, Temple Garden Spa, Casino, Grant Hall, etc.)
- Private Pilot training easier than in Regina Airport Airspace
- Customs Services to facilitate US travelers and 15 Wing cross country on weekends
- Increase fuel sales, tie down, hangar storage and hangar tax.

THREATS

- Businesses and aerospace will overlook Moose Jaw due to inadequate runway length, hangar space, fuels services, at the MJMA.
- Current business in Moose Jaw relocate to Regina
- Misconceptions with regards to the MJMA; restricted use of 15 Wing as an airport, not aware that 85% of the landing and takeoffs are business related.

I. 2016 Financial Plan

Economic Outlook – The proposed business plan will consist of a two-step plan:

1. Step 1: Steady State of existing operations -
   a. Maintain current operations and budget:
   b. Current revenues derived from airport property. Revenues from hangar leases to fund operations:
   c. Secured Funding – RM Secured Funding, and:
   d. Asset Ownership of the current section of land transferred to the MJAA (~640 acres). This will allow the MJAA to have a revenue stream from ag land, hangars and the land asset has potential to be leveraged for funding of airport expansion.

The initial operations of the MJMAA will ensure seamless operations continue with regards to the steady state of existing operations at the MJMA by maintaining the current operations and budgets. The proposed plan is for current revenues derived from the hangar and land leases should be transferred from the City of Moose Jaw accounts to the MJMAA to fund daily operations and maintenance. To facilitate cash, the current land base should be transferred by the City of Moose Jaw to the MJMAA, the revenues from ag land, hangars and the asset have the potential to be leveraged for funding of MJMA expansion.

In addition, a request should be made to the RM of MJ 161 to secure RM funding in order to establish growth at the MJMA.

Included at Annex A is the proposed budget to maintain existing operations of the MJMA over the next ten years. Revenues are generated from hangar leases, fuel surtax, and commercial user fees. Proposed City and RM funding is included in the yearly revenues. Expenses will include diverse administrative fees and should include in the future payment for airport management fees.

2. Step 2: Expansion – Taxiway and Runway, potential sources of future funding -
   a. Federal and Provincial funding (i.e. New Building Canada Fund; National Infrastructure Component, Community Airport Partnership Funding):
   b. City of Moose Jaw capital investment and/or zero interest loan:
   c. Secured loan from stakeholders:
   d. Commercial/private funding, and:
   e. Share ownership.

Funding for future airport expansion is proposed to derived from various sources; independent stakeholders, provincial as well as federal programs/entities. It is expected that the MJMAA will work collaboratively to secure adequate funding to maintain and develop the MJMA.

J. Airport Authority Composition

The MJMAA will develop its constitution and bylaws once approved by the City of Moose Jaw. The MJMAA Board of Directors should be composed of members who are and would be advocates for the future, growth and development of the MJMA with proper skill sets and experience. It is proposed that the board consist of nine members with the following as established by:

1. The Mayor of the City of Moose Jaw or its representative:
2. Representative of the RM:
3. 15 Wing Commander or its representative:
4. MJAA stakeholder representative:
5. Representative of commercial operations from the MJMA, and:
6. Four additional merit-based members

K. Decision Making Limits and reporting to City Council

L. Recommendations

It is proposed that the City of Moose Jaw move to adopt the creation of the MJMAA in order to promote the service to region as well as growth and prosperity.

Annex A

The Airport Authority Governance Model:
Implications for the Moose Jaw Municipal Airport

THE AIRPORT AUTHORITY GOVERNANCE MODEL: IMPLICATIONS FOR THE MOOSE JAW MUNICIPAL AIRPORT

prepared for

THE CITY OF MOOSE JAW

RP ERICKSON & ASSOCIATES
AVIATION CONSULTANTS
CALGARY, ALBERTA, CANADA

(OCTOBER 2014)

The Airport Authority Governance Model

Background

Over the past 20 years governments around the world have made profound changes in how their airports are owned and managed. Air transport is a growth industry which poses a challenge to the owner/operators of airports: as a cyclical growth industry, there is an on-going necessity for investment. Within the Canadian federal and most provincial governments, airports have generally been viewed as a mature industry, largely serving an affluent customer base; as such, airport investments have tended to be a low priority for funding.

In 1994 the federal government announced the National Airports Policy (NAP) under which virtually all of the regional airports that it owned were 'commercialized'. Provincial governments also swiftly followed suit; and by early 2000, most local airports in Canada, with the exception of the 26 largest (operated under long-term leases as Canadian Airport Authorities), were owned and operated by local governments.

Several differing governance models have been utilized for transferring airports from federal or provincial government operation. A common goal of the differing 'privatization' strategies has been the primary objective of obtaining access to private sector financial markets for the investment funds required for capital renewal or expansion. It is noted that the models differ in several important respects, including: ownership; for-profit vs not-for-profit; regulatory oversight; subsidization; and, taxation.

Amongst the airport governance models in current practice (worldwide) are:

- Operation by a federal government department;
- Operation by a government corporation;
- Operation by municipal or quasi-municipal governments;
- Joint operation by government/private corporations;
- Operations by a private corporation/syndicate; and,
- Operations under an Airport Authority.

In considering alternative governance structures, two key dimensions need be considered: 1) the means by which an airport is expected to meet its financial requirements; and 2) the degree of independence that an airport may have in setting its priorities and pricing strategies.

Of particular interest to this initiative is the Airport Authority model; however, caution should be noted with the 'ambiguous' nature of the airport authority term. By example, for Canada's NAP airports the term can be viewed as a private sector corporate alternative to the government corporation. Within the US, the term is used to reflect a quasi-governmental operation model, in many cases where elected board members have taxation, zoning and other quasi-governmental powers.

As noted, the 26 largest airports in Canada who control some 90% of the country's annual passenger and cargo throughput totals, are operated as Canadian Airport Authorities – essentially private sector corporations which operate an airport. Even though the Moose Jaw Municipal airport could not be operated as a Canadian Airport Authority (ie. no federal government ownership, amongst other major limiting factors), there nonetheless are a number of useful governance insights to be gained by an overview of the key attributes of the CAA model – many of which can be incorporated into a working airport authority model for the Moose Jaw Municipal airport. Another point is worth noting: the CAA model is unique to Canada, virtually all other airport privatizations worldwide have been to for-profit corporations.

Some of the major CAA governance characteristics are:

- CAAs are non-share capital corporations (operated not-for-profit) incorporated under Part II of the Canada Corporations Act (as is the case for the Regina and Saskatoon Airport Authorities) pursuant to provincial legislation (ie. the Province of Alberta, Regional Airports Authority Act – attached as Appendix 1);
  Part II of the Canada Corporations Act can be viewed at :
  http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/h_cs04952.html

- CAAs keep airports in the public domain where Board members are locally-based and tend to be strongly community-minded;
- CAAs have an independent Board selection process, where appointed members serve specific terms and have a fiduciary responsibility to the airport authority corporation. Changes in a government will not result in a change in the majority composition of a CAA Board;
- CAAs are non-share capital corporations – and very noteworthy: are exempt from income tax;
- CAAs do not pay dividends;
- CAAs pay municipal taxes;
- All 'surpluses' (ie. profits) must be re-invested in the business;
- Main sources of CAA funds are cash flow from operations; airport/facility improvement fees (AIFs), and debt instruments. There is no funding mechanism nor contributions from federal or provincial governments;
- CAAs have no ability to raise equity via share sales. As a consequence, the Airport Improvement Fee (AIF) is a consequence of the not-for-profit format. Given the near monopoly circumstance which airports provide and the lack of regulatory oversight on pricing, the AIF 'tool' allows CAAs to generally benefit from high credit ratings;
- Strict governance and transparency rules are set out under the Articles of Incorporation and Corporate By-laws (i.e. CAAs must publish an annual report, make their financial statements available for public scrutiny and hold at least one annual public meeting, generally after year-end financial results have been completed);
- CAAs aim to manage by consensus, largely through Community Advisory Committees; Airport Operations Committees; and/or Airline Advisory Committees. Where all major decisions are reviewed by stakeholders;
- CAAs have the unfettered ability to set rates and charges – prices are not subject to any review, approval or appeal process other than an obligation to publish price changes (usually 60 days in advance), generally with prior consultation with key stakeholders;

- CAAs have some restrictions on the ability of authorities to create subsidiaries and to undertake ancillary activities;
- CAAs are free to determine service levels within the safety regulatory framework;
- Independent performance reviews are often carried out on a 5-year term basis;
- Obviously, CAAs must comply with all applicable laws and regulations; and,
- there is currently no regulatory oversight mechanism in place in Canada (eg. no formal appeals process is in place to arbitrate disputes arising between CAAs and their tenants).

Drawbacks of CAAs:

- Privatization is not a solution for all airports – risks include public discomfort; risk of over-regulation; lack of investment/competition issues; and,
- Airports are often viewed as 'trophy assets' by government which can impact voting decisions in local elections.

Guidelines for the future Governance of the Moose Jaw Municipal Airport

- That the Airport Authority model be adopted by the City of Moose Jaw for the future governance, management and operation of the Moose Jaw Municipal Airport;

- That the Moose Jaw Airport Authority (MJAA) be created as a non-share capital corporation, operated not-for-profit, and incorporated under Part II of the Canada Corporations Act, pursuant to provincial legislation;

- That the MJAA report to a Board of Directors; that the number of Directors of the MJAA be set at 7, with 4 appointed by the City of Moose Jaw, 1 appointed by the RM of Moose Jaw, 1 appointed by the Province of Saskatchewan, with 1 Director-at-Large recommended by DND 15 Wing and endorsed by a majority of Board members. Prospective Board members must have experience in one of the following key areas: aviation, finance, legal, and/or human resources matters. Board members should be unpaid;

- That the MJAA adopt strict governance and transparency rules as set out in its Articles of Incorporation and Corporate By-Laws, to include at a minimum: the MJAA must publish an annual report; make MJAA financial statements available for public scrutiny; create a public tender process for MJAA contract work; and hold at least one annual MJAA public meeting;

- In terms of land ownership and revenues derived from airport lands – the City of Moose Jaw should choose between the following two alternatives. Option 1: The Moose Jaw Municipal Airport and its land base should be transferred to the MJAA; where the City of Moose Jaw retains a veto in perpetuity over the sale or partial sale of airport lands. Option 2: The City of Moose Jaw retains ownership of the Municipal Airport and the airport base; however, the MJAA becomes the sole recipient of all airport revenues;

- That the primary goal of the MJAA is to operate the Moose Jaw Municipal Airport in accordance with all applicable safety regulations; in parallel, the MJAA will utilize and build airport assets to further the economic and social development of residents within the airport's catchment area;

- That all municipal taxes be returned to the MJAA;

- That the MJAA pay no dividends; that all 'surpluses' be re-invested in the business of operating the Moose Jaw Municipal Airport;

- That the MJAA have zoning authority over airport lands;

- That the MJAA have the unfettered ability to set rates and charges for the airport;

- That the MJAA manage and operate the airport with qualified, paid professional staff; where,

- An initial priority for the MJAA will be to undertake a Master Plan which clearly articulates the intended priorities and future directions for the airport, accompanied by a Business Plan which lays out a pragmatic strategy to accomplish those goals.

Saskatchewan Cities: Population Base to Current Runway Length

City	Population	Runway Length
Moose Jaw	30,000	2954'
Weyburn	11,000	3998'
Estevan	10,000	5000'
Swift Current	16,000	4250'
North Battleford	20,000	5000'
Prince Albert	35,000	5001'
Yorkton	16,000	4800'

(References: Wikipedia & Canada Flight Supplement)

Estimate for the 2014 Economic Impact of the Moose Jaw Municipal Airport

Direct Impact

FTEs	Labour Income	Other Expenditures	Economic Output
15	**$850,000**	**$1,250,000**	**$2,100,000**

Total Impact

FTEs	Labour Income	Other Expenditures	Economic Output
32	**$1,615,000**	**$2,625,000**	**$4,240,000**

Notes:

Direct economic effects are those economic activities related to labour and expenditures emanating from firms located on-airport.

Total impact is the direct, indirect and induced economic effects derived from activities which support both on-airport activities and others generally located off-airport which support on-airport businesses (e.g. the oil and gas industry which produces aviation fuel). This economic activity is accounted for by multipliers which quantify the interactive linkages within the local economy impacted by direct on-airport economic activity.

Employment is measured in terms of full-time equivalents (FTEs). FTEs are expressed in person-years and labour income by dollar value.

Labour income includes wages, salaries and all employee benefits.

Other Expenditures is the contribution created through airport expenditures.

Economic Output is an aggregate of labour income and other expenditure totals, and can be considered as a contribution to largely Moose Jaw's gross domestic product.

Economic Potential to the City of Moose Jaw of attracting new residents

The rationale for undertaking this benefits review is based on the premise that increased DND training undertaken at CJS4 would attract new residents to the City, with the promise that their home and personal spending patterns would create an economic boost within the local community.

Assumptions:

Alberta Finance - Retail Trade Multipliers used, as no SK-specific model is available; modelling includes direct, indirect and induced impact benefits.

2014 Statistics Canada Family spending patterns for Saskatchewan - $69,400 (2009), adjusted for inflation to 2014 - $78,900 p.a. Thus 10 families would create roughly $790,000 of new annual spending within the community.

The economic impact derived from 10 households of typical spending would create the following annual economic benefits for Moose Jaw:

Impact from family spending

FTEs	Labour Income	Other GDP Expenditures	Economic Output
13	$500,000	$670,000	$1,170,000

By increasing the above benefit analysis by multiples of 10, the following community benefits for 20, 30 or 50 new families is provided:

	FTEs	Labour Income	Other GDP Expenditures	Economic Output
20 families	26	$1.0 million	$1.34 million	$2.34 million
30 families	39	$1.5 million	$2.01 million	$3.51 million
50 families	65	$2.5 million	$3.35 million	$5.85 million

(FTEs are in person-years)

Annex B
Expansion Financial Analysis

Moose Jaw Airport Authority
Cash Flow Projection -Expansion

Assumptions				Years showing Expanded Operations									
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Projected Inflation	2%												
Revenue													
Hangar lease revenue													
Hangar Lease Rate ($/sqr-ft)	$ 0.500	$ 0.500	$ 0.500	$ 0.510	$ 0.520	$ 0.531	$ 0.541	$ 0.552	$ 0.563	$ 0.574	$ 0.586	$ 0.598	$ 0.609
Existing Leased Hangar Space(sc	59911	59911	59911	59911	59911	59911	59911	59911	59911	59911	59911	59911	59911
New Hangars built/year (max 10)		0	0	1	1	1	1	1	1	1	0	0	0
Additional Hangar space added				4993	4993	4993	4993	4993	4993	4993	0	0	0
Accumulative new hangar space				4993	9985	14978	19970	24963	29956	34948	34948	34948	34948
Fuel Tax													
Tax rate/litre	$ 0.050	$ 0.050	$ 0.051	$ 0.052	$ 0.053	$ 0.054	$ 0.055	$ 0.056	$ 0.057	$ 0.059	$ 0.060	$ 0.061	$ 0.062
Annual Litres		242,000	242,000	259,182	264,366	269,653	275,046	280,547	286,158	291,881	297,719	303,673	309,746
Farmland Acerage		580	580	520	520	520	520	520	520	520	520	520	520
Rental Rate ($/Acre)		$ 115.00	$ 115.00	$ 117.30	$ 119.65	$ 122.04	$ 124.48	$ 126.97	$ 129.51	$ 132.10	$ 134.74	$ 137.44	$ 140.18

Cash Flows	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Cash In-Flows													
Hangar Lease Revenue (existing)	29,956	29,956	30,555	31,166	31,789	32,425	33,073	33,735	34,409	35,098	35,800	36,516	
New (8) Hangar Lease	-	-	2,546	5,194	7,947	10,808	13,781	16,867	20,072	20,474	20,883	21,301	
CAPP	65,000	85,000	30,000	30,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	35,000	
Engineering CAPP	-	-	-	-	-	-	-	-	-	-	-	-	
Ec Dev		-	-	-	-	-	-	-	-	-	-	-	
User Fees (new)	3,000	3,000	3,366	3,433	3,502	3,572	3,643	3,716	3,791	3,866	3,944	4,023	
Fuel Surcharge	12,100	12,342	13,483	14,027	14,594	15,184	15,797	16,435	17,099	17,790	18,509	19,257	
Stakeholders (Interest free loan to Authority)		500,000	-	-	-	-	-	-	-	-	-	-	
City (Direct Investment)		500,000											
Provincial/Federal (New Building Canada Fund)		2,000,000	-	-	-	-	-	-	-	-	-	-	
Farmland Rental Payment	66,700	66,700	60,996	62,216	63,460	64,729	66,024	67,345	68,691	70,065	71,467	72,896	
RM Grant	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
City Match to RM Funds	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	
Total Cash In-Flows	236,756	3,256,998	200,945	206,037	211,293	216,718	222,318	233,098	239,063	242,293	245,602	248,991	5,760,112
Cash Out-Flows													
Operational Maintenance Costs	30,000	30,600	45,900	46,818	47,754	48,709	49,684	50,677	51,691	52,725	53,779	54,855	
Property Taxes to RM	4,800	4,896	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171	7,314	7,460	
Airport Expansion		3,000,000											
Stakeholder Loan Repayment			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Marketing Budget	10,000	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	12,190	
Accounting	1,000	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	1,219	
Insurance - Authority	2,000	2,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585	3,657	
Insurance- Airport Op's	6,500	6,500	9,945	10,144	10,347	10,554	10,765	10,980	11,200	11,424	11,652	11,885	
Instrument Approach Maint Costs	-	-	-	5,667	5,780	5,896	6,014	6,134	6,256	6,382	6,509	6,639	
Non-Profit Filing	100	100	102	104	106	108	110	113	115	117	120	122	
Administration (phone)	1,200	1,200	1,224	1,248	1,273	1,299	1,325	1,351	1,378	1,406	1,434	1,463	
PT Staff	12,000	12,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	21,512	21,942	
CAPP Expenses (2x CAPP injection)	130,000	170,000	60,000	60,000	60,000	60,000	60,000	70,000	70,000	70,000	70,000	70,000	
Total Cash Out-flows	197,600	3,238,296	206,053	213,641	215,714	217,828	219,985	232,184	234,428	236,717	239,051	241,432	5,692,930
NET CASH FLOW	39,156	18,702	(5,108)	(7,605)	(4,421)	(1,110)	2,334	914	4,635	5,576	6,551	7,559	67,182

THIS AGREEMENT MADE THIS 10th DAY OF April, A.D. 2017.

BETWEEN:

THE MUNICIPAL CORPORATION OF
THE CITY OF MOOSE JAW
(hereinafter referred to as the "City")

AND:
THE MOOSE JAW HUMANE SOCIETY INCORPORATED
(hereinafter referred to as the "Humane Society")

ANIMAL SERVICES AGREEMENT

WHEREAS the City has enacted certain bylaws for the control of domestic animals within the City of Moose Jaw, including the Cat Control Bylaw, the Dog Bylaw, and the Dangerous Dog Bylaw;

AND WHEREAS the said Bylaws provided for, among other things, the licensing of dogs, the impounding of stray cats and dogs, the euthanasia of unclaimed cats and dogs, and various other regulations related to the keeping and possessing of domestic animals, including the imposition of penalties for contravention of said regulations;

AND WHEREAS the Humane Society is a non-profit charitable corporation with the objective of providing for the humane treatment of animals;

AND WHEREAS the Humane Society is in the business of providing animal control, animal impound, and administrative and educational services;

NOW THEREFORE THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. INTERPRETATION

1.1 In this Agreement:

(a) The term **"Agreement"** shall include the recitals and schedules to this agreement.

(b) the term **"Bylaw Enforcement Officer"** means the person appointed as the

Bylaw Enforcement Officer for the City and includes any duly authorized representative or designate of such person;

(c) the word "**City**" means the Municipal Corporation of the City of Moose Jaw or, where the context requires, the geographical area within the city limits of the City of Moose Jaw;

(d) the term "**License Inspector**" means the person appointed as the License Inspector for the City and includes any duly authorized representative or designate of such person;

(e) the term "**Cat Control Bylaw**" means Bylaw No. 4785, a Bylaw of the City of Moose Jaw to Regulate and Control the Ownership and Possession of Cats within the City of Moose Jaw and includes any amendments thereto;

(f) the term "**Dangerous Dog Bylaw**" means Bylaw No. 5248, a Bylaw of the City of Moose Jaw to Regulate the Keeping of Dangerous Dogs in the City of Moose Jaw and includes any amendments thereto;

(g) the term "**Dog Bylaw**" means Bylaw No. 4495, a Bylaw of the City of Moose Jaw for Licensing and Regulating and Controlling Persons Owning or Harbouring Dogs and includes any amendments thereto;

(h) the word "**owner**" includes:

  (i) a person who keeps, possesses or harbors a dog within the meaning of the Dog Bylaw or the Dangerous Dog Bylaw, as the case may be;

  (ii) a person who keeps, possesses or harbors a cat within the meaning of the Cat Control Bylaw;

  (iii) the person responsible for the custody of a minor, where the minor is the owner of a dog or a cat to which the Cat Control Bylaw, the Dog Bylaw or the Dangerous Dog Bylaw applies;

(i) the word "**stray**" is an animal found roaming at large, off the premises of its owner, and which may or may not have a license or identifiable ownership markings;

(j) a "**surrender**" is an animal brought to the pound or whose ownership and care is surrendered to pound staff by its owner.

2. TERM OF AGREEMENT

2.1 The term of this Agreement shall be for a twenty (20) year period commencing January 1, 2017 and continuing until December 31, 2036.

2.2 At the end of each five years, with the first review to take place on or after January 1,

2022, the parties agree to review the terms of this agreement with a view to determining whether mutually acceptable revisions are warranted given changed circumstances or needs of either or both party.

2.3 Unless the parties agree in writing to extend this Agreement, this Agreement shall terminate on December 31, 2036 and be of no further force and effect.

2.4 This Agreement may be terminated by either party upon giving the other one (1) year written notice, which termination shall be effective on the expiry of that notice period or such other time as is set out in the notice, whichever is greater.

2.5 In the event the parties commence but have not completed negotiations towards a new Agreement, the parties may agree in writing to extend the within agreement for an additional one hundred and eighty (180 days) on the same terms and conditions.

2.6 The City may terminate the Agreement for cause where the Humane Society is in breach of its obligations. In that event the City shall give the Humane Society written notice specifying the breach and providing the Humane Society with ten (10) days to remedy the breach, or if such breach cannot be remedied within ten (10) days to provide the City with a reasonable plan for an expeditious remedying of such breach. If the breach is of a nature which cannot be remedied within ten (10) days and if the Humane Society fails to provide the City with a plan for remedying the breach within the said ten (10) day period, this Agreement shall, at the option of the City, terminate. On receipt of a plan from the Humane Society which is given in accordance with the foregoing, the City shall review it and if it is satisfied that such plan is effective, advise the Humane Society to proceed to carrying out such plan. If the City is not satisfied with such plan, the City shall so advise the Humane Society and unless the Humane Society provides the City with a revised plan that is acceptable to the City within five (5) days of receipt of such advice from the City, this Agreement shall, at the option of the City, terminate. If the City approves a plan, it shall not be entitled to terminate this Agreement pursuant to Section 2.6 on account of the default being remedied under such plan so long as the Humane Society continuously and diligently proceeds to carry out such approved plan and remedies the breach within a least sixty (60) days of the City's approval of the plan. Should the City effect termination under this Section 2.6, the final Notice of Termination shall allow a thirty (30) day transition period from the date of the Notice to allow the Humane Society to wind up its services under this Agreement. The Humane Society shall be entitled to receive the fees normally payable during this thirty (30) day period.

2.7 Upon termination for breach, any notice provided by the City shall include a thirty (30) day transition period to enable the Humane Society to wind up its services under this Agreement, during which the Humane Society shall continue to be entitled to payment under this Agreement.

3. PAYMENT

3.1 The City agrees to pay to the Humane Society an annual fee in the sum of $206,010 for provision of the services described herein for the calendar year 2017. This fee is to be paid on a monthly instalment basis, to be payable within five (5) business days of the beginning of the month.

3.2 The City agrees that the annual fee payable thereafter shall be adjusted annually in accordance with the Consumer Price Index for Saskatchewan.

3.3 In addition to the annual fee, the City acknowledges and agrees:

(a) The Humane Society is entitled to all revenue collected pursuant to the Dog Bylaw for licensing and payments for violations actually collected in a given calendar year in excess of $43,000 annually. Such payment or adjustment as the case may be shall be made within 120 days following the end of the calendar year. All license fees and violation payments received by the Humane Society shall be remitted to the City on a monthly basis with supporting documentation.

(b) to provide to the Humane Society all revenue collected from pound and seizure fees, such payments to be made on a quarterly basis and remitted within a month of the end of quarter.

4. POUND KEEPER SERVICES

4.1 During the term of this Agreement, the Humane Society is hereby appointed as the Pound Keeper for the City of Moose Jaw within the meaning of and in accordance with the provisions of the Cat Control Bylaw and the Dog Bylaw.

4.2 During the term of this Agreement, the Humane Society undertakes and agrees to provide the following pound keeper services, at its sole cost, on behalf of the City and to do so in accordance with the terms and conditions specified herein:

(a) impounding any stray dog found running at large in the City or seized by an animal control officer or peace officer in accordance with the Dog Bylaw; or by an animal protection officer in accordance with *The Animal Protection Act, 2010*;

(b) impounding any cat that is seized or trapped pursuant to the Cat Control Bylaw;

(c) assessing fees in relation to impounded dogs in accordance with the Dog Bylaw and in relation to impounded cats in accordance with the Cat Control Bylaw, reporting, and delivering said fees on a monthly-basis to the City;

(d) facilitating the return of impounded dogs and cats to their owners in accordance with the Dog Bylaw and the Cat Control Bylaw, as the case may be, and/or providing for the adoption or euthanasia of unclaimed dogs and cats;

(e) providing adequate and appropriate medical care for impounded dogs and cats;

(f) maintaining a record, in a form satisfactory to the City, of dogs impounded and of the disposition of dogs each month and providing a copy of the record to the Planning and Development Services Department of the City in the first week of the month next following the month to which the record relates.

4.3 For greater certainty, the impound services provided by the Humane Society shall include:

(a) keeping impounded dogs for at least 120 hours from the time of impound. Statutory holidays shall be included in the computation of the 120 hour period;

(b) during the 120 hour period, returning the impounded dog or cat to the owner upon payment of the boarding, impound and other fees as required by the appropriate Bylaw;

(c) not releasing an unlicensed dog to its owner unless a dog license is purchased and a Notice of Violation issued for the applicable Bylaw infraction(s);

(d) if a dog is not reclaimed within the 120 hour period, or if the dog owner refuses to comply within this period with the conditions set out in subsections (b) or (c), then the Humane Society may adopt out, foster, transfer or humanely destroy the dog or take any other action the Humane Society reasonably considers appropriate. After the initial 120 hour period, the Humane Society assumes responsibility for all costs.

5. ANIMAL CONTROL SERVICES

5.1 During the term of this Agreement, the Humane Society is designated as an Animal

Control Officer within the meaning of both the Cat Control Bylaw and the Dog Bylaw and is further authorized to designate any staff or employees of the Humane Society as Animal Control Officers for the purposes of enforcing the provisions of said Bylaws.

5.2 During the term of this Agreement, the Humane Society undertakes and agrees to provide the following animal control services on behalf of the City and to do so in accordance with the terms and conditions specified herein:

(a) locating and seizing any stray dog or cat found running at large within the meaning of, and in accordance with, the Dog Bylaw and the Cat Control Bylaw, as the case may be;

(b) issuing cat traps in accordance with the Cat Control Bylaw and providing for their proper decontamination, storage and distribution to the public in accordance with protocol or other requirements established by Public Health;

(c) collecting and disposing of all domestic animals killed by traffic in the City. Provided, however, animal carcasses may be collected during normal hours of operation but shall be held for a period of one week to allow for identification by the owner;

(d) responding to complaints related to dogs running at large in the City by investigating and, where practicable, locating, confining, capturing and seizing such animals;

(e) working with all branches of law enforcement to remove all animals from the residence of a deceased person.

(f) providing animal control services as related to the enforcement of *The Animal Protection Act, 2010*.

6. OTHER SERVICES, RE DANGEROUS DOGS

6.1 During the term of this Agreement, the Humane Society undertakes and agrees to provide the following services in support of enforcement of the Dangerous Dog Bylaw including:

(a) impounding any dog seized by a peace officer or Bylaw Enforcement Officer pursuant to section 14 of the Dangerous Dog Bylaw or for which an evaluation has been directed by a Bylaw Enforcement Officer in accordance with section 7 of the Dangerous Dog Bylaw;

(b) assisting, when required to do so, in the search for, confinement and capture of

any dog described in section 14 of the Dangerous Dog Bylaw;

(c) providing at its sole cost reasonable and appropriate medical care for any dog seized by a peace officer or in the custody of the Humane Society pending evaluation in accordance with the Dangerous Dog Bylaw;

(d) facilitating the testing for rabies where required in accordance with the Dangerous Dog Bylaw;

7. SERVICE STANDARDS

7.1 In providing the services set forth in this Agreement, the Humane Society acknowledges that they are performing a public service related to the care of domestic animals in the community and, in so doing, undertakes and agrees to maintain public confidence in the care being provided to animals which come into custody and to maintain good public relations with all parties with whom the Humane Society may have dealings, including owners.

7.2 Without limiting the generality of Article 7.1, the Humane Society undertakes and agrees to:

(a) provide appropriately trained and knowledgeable staff capable of dealing with all aspects of animal rescue, care and welfare;

(b) provide reasonable and appropriate care for all animals in the custody of the Humane Society and to do so seven (7) days a week and twenty-four (24) hours a day;

(c) provide the Pound Keeper Services described in Article 4.1 and the Animal Control Services described in Article 5.1 of this agreement seven (7) days a week, twenty-four (24) hours a day;

(d) provide public access to all animals in the custody of the Humane Society and, in so doing, maintain regular hours of operation where the pound facilities are open five (5) days each week (excluding statutory holidays);

(e) utilize a telephone answering service to receive calls outside of normal business hours and to maintain a minimum of one (1) staff "on call" to provide the services described in Article 4.1, 5.1 and 6.1 of this agreement seven (7) days a week and twenty-four (24) hours a day;

(f) cooperate with City officials and other agencies in the City, including Department of Health, the Canadian Food Inspection Agency, City Police, RCMP, John Howard Society, and Social Services in relation to the care, protection and well-being of domestic animals in the community.

8. LICENSING SERVICES

8.1 During the term of this Agreement, the Humane Society is designated as a License Inspector within the meaning of the Dog Bylaw for the purpose of collecting applicable license fees from owners of dogs in accordance with the requirements of the said Bylaw.

8.2 During the term of this Agreement, the Humane Society shall:

(a) issue licenses and tags in accordance with Dog Bylaw and collect the fees specified therein on behalf of the City;

(b) issue Notices of Violation to owners failing to comply with the licensing requirements of the Dog Bylaw or other Bylaw infraction;

8.3 The Humane Society shall maintain a record of all licenses and tags issued, including a record showing the name and address of the owner, a description of the dog, including the breed, colour, sex, age and name, together with the serial number of the tag issued for each dog.

8.4 The Humane Society shall transmit all fees collected in respect of licenses and tags issued to the City, together with the record mentioned in Article 8.3, within the first week of the month next following the month in which such fees were collected.

9. CONDITIONS OF AGREEMENT

9.1 The City and Humane Society agree to have a dog license program in effect, reviewed, approved by City Council and updated prior to December 31, 2018.

9.2 The City agrees to contributing in kind donations towards education and public awareness which may include, but not limited to, design and cost of material for our school age education program, materials for literature to increase the awareness of responsible pet ownership (spay/neuter, licensing and animal related bylaws). This may also include promotions on City's webpage, advertising on Discover Moose Jaw

(adoptable pets, found pets, fundraisers). The City and Humane Society recognize that any public campaigns, literature, social media postings etc. will identify the City and Humane Society partnership and will present each other in an accurate and positive manner.

9.3 The City will provide a suitable city fleet vehicle to the Humane Society to be used solely for the purpose of Animal Control, be held responsible for the maintenance/replacement of the vehicle and reimburse the Humane Society for the costs associated with purchasing the appropriate insurance. The Humane Society will be responsible for purchasing appropriate insurance for the vehicle and the purchasing of fuel. At the end of this term or upon termination for breach the suitable city fleet vehicle will automatically revert back to ownership of the City. The following is required by the MJHS in regards to the use of the city fleet vehicle provided by the City:

- Vehicle shall be maintained as per manufacturer's recommendations.
- Daily circle checks are required and must be documented in the City's Pre-Trip Book.
- Faults/Issues must be reported to Fleet services immediately.
- Preventative maintenance will be scheduled between both parties. Emergent maintenance will be performed as soon as possible in conjunction with direction from Fleet Services.
- Must be maintained and kept in a clean and orderly condition.

10. DISCLOSURE OF INFORMATION

10.1 The Humane Society shall provide the City with copies of the following documents promptly upon the following events:

(a) the annual budget for the Humane Society, upon approval of the Board of Directors;

(b) the annual financial statement of the Humane Society, upon approval by its Board of Directors.

10.2 In addition to the information provided for in Article 10.1, the Humane Society shall, upon the request of the City, provide the City with copies of any financial or other documents or information related to the activities or services provided by the Humane Society pursuant to this Agreement. The Humane Society when requested, during regular business hours, shall provide access to the City to examine originating animal

care records and financial records relating to the services provided under this Agreement.

11. INDEMNIFICATION

11.1 The Humane Society shall indemnify and save the City harmless in respect of all charges, costs, expenses and claims whatsoever arising in connection with the provision of services by the Humane Society to the City pursuant to this Agreement.

11.2 The Humane Society shall maintain a comprehensive policy of general liability insurance in respect of property damage, including injury to or loss or death of any animal, or injury to or death of persons with a limit of not less that $5,000,000.00 per occurrence, covering possible damages, losses, claims and expenses that might be incurred in connection with the provision of services by the Humane Society to the City pursuant to this Agreement.

12. GENERAL PROVISIONS

12.1 This Agreement shall not be assigned by the Humane Society without the express written consent of the City.

12.2 This Agreement shall apply to, and be binding upon, the parties hereto and their successors, administrators, executors and permitted assigns, and each of them.

12.3 The Humane Society agrees that the City of Moose Jaw shall maintain the right to appoint a non-voting City Council representative to its Board of Directors who shall have the right to attend and speak at all meetings of the Board, save and except for occasions involving negotiations regarding amendments to or extension of the terms of this Agreement.

12.4 This Agreement shall for all purposes be construed and interpreted according to the law of the Province of Saskatchewan and any cause of action arising under or by virtue of this agreement shall be deemed to have arisen at the City of Moose Jaw in the Province of Saskatchewan and any such cause of action shall be tried in the Judicial Centre in which the City of Moose Jaw is situated.

12.5 Where this Agreement provides for notices to be given by one party to the other, such notices shall be in writing and delivered either personally or by prepaid registered mail addressed as follows:

(a)	to the City at:	Director of Planning and Development Services City Hall 228 Main Street North Moose Jaw, SK S6H 3J8
(b)	to the Humane Society at:	President The Moose Jaw Humane Society Incorporated P.O.Box 1658 Moose Jaw, SK S6H 7K7

Such notice shall be deemed to have been given, in the case of personal delivery on the date of delivery, and, in the case of prepaid registered mail, on the seventh day following mailing. It is understood that in the event of a threatened or actual disruption in the postal service in the City, notice shall be personally delivered.

12.6 This Agreement constitutes the entire agreement between the parties respecting the subject matter hereof and supersedes and replaces all previous agreements between the parties, with the exception of the lease agreement dated October 1, 1984 respecting the lease of a portion of Parcel E, Plan 84MJ10975. The Humane Society further represents that on entering into this Agreement it has not relied on any previous representations of any kind or nature whether oral, written or implied.

IN WITNESS WHEREOF the Moose Jaw Humane Society Incorporated has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers this 4th day of April, 2017.

THE MOOSE JAW HUMANE SOCIETY INCORPORATED

IN WITNESS WHEREOF the Municipal Corporation of the City of Moose Jaw has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers on the day and year first above written.

THE MUNICIPAL CORPORATION OF CITY OF MOOSE JAW

MAYOR

CITY CLERK

P:\Planning & Development\MJHS\Humane Society Operating Agreement final 03-30-17.doc

Moose Jaw Humane Society

Financial Statements

December 31, 2018

Moose Jaw Humane Society

December 31, 2018

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Amy Jane Chartered Professional Accountant
#5 - 825 Thatcher Drive East
Moose Jaw, Saskatchewan S6J 0A9
306-691-1300
306-691-1301
cpa@amyjane.ca

Auditors' Report

To the Members
Moose Jaw Humane Society

We have audited the accompanying financial statements of Moose Jaw Humane Society, which comprise the statement of financial position as at December 31, 2018, and the Statements of operations, changes in fund balance and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

Amy Jane Chartered Professional Accountant
#5 - 825 Thatcher Drive East
Moose Jaw, Saskatchewan S6J 0A9
306-691-1300
306-691-1301
cpa@amyjane.ca

Auditors' Report
Basis for Qualified Opinion

In common with many charitable organizations, the Organization derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Organization and we were not able to determine whether any adjustments might be necessary to revenues, operations, and funds.

Qualified Opinion

In our opinion, except for possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Moose Jaw Humane Society as at December 31, 2018, and its financial performance and its cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Amy Jane Chartered Professional Accountant
Chartered Professional Accountants

Moose Jaw
July 10, 2019

Moose Jaw Humane Society

Statement of Financial Position

December 31, 2018

	Operating Fund	Restricted Fund	2018	2017
Assets				
Current				
Cash	$ 84,230	$ -	$ 84,230	$ 24,234
Accounts receivable	22,314	-	22,314	8,008
Prepaid insurance	4,669	-	4,669	-
Spay and neuter deposits	22,278	-	22,278	-
	133,491	-	133,491	32,242
Capital Assets	-	37,891	37,891	41,251
Investments	87,792	437,458	525,250	429,322
Investment in Western Drug Distribution LImited	1,000	-	1,000	-
	222,283	475,349	697,632	502,815
Liabilities				
Current				
Accounts payable and accrued liabilities	30,805	-	30,805	17,501
Compassion fund	183	-	183	183
Credit card payable	4,561	-	4,561	-
Pound fees and licences payable	1,813	-	1,813	-
	37,362	-	37,362	17,684
Net Assets				
New building fund	-	356,886	356,886	255,433
Capital improvement fund	-	58,190	58,190	57,490
Education fund	-	22,382	22,382	23,616
Invested in capital assets	-	37,891	37,891	41,251
Unrestricted	184,921	-	184,921	107,341
	184,921	475,349	660,270	485,131
	$ 222,283	$ 475,349	$ 697,632	$ 502,815

Approved on Behalf of the Members

The accompanying notes are an integral part of these financial statements.

Moose Jaw Humane Society

Statement of Operations

For the Year Ended December 31, 2018

	Operating Fund	Restricted Fund	2018	2017
Revenue				
Crematorium revenue	$ 144,832	$ -	$ 144,832	$ 61,270
Contract poundkeeping- City of Moose Jaw	115,180	-	115,180	113,306
Donations	100,996	20,140	121,136	89,138
Animal rescue services	94,332	-	94,332	92,705
Fundraising	80,697	-	80,697	218,071
Goods and Service Fee revenue	27,735	-	27,735	39,907
Trial revenue	8,510	-	8,510	-
Patronage dividend	5,736	-	5,736	-
Contract pound keeping - RM of Moose Jaw	3,600	-	3,600	3,600
Other revenue	636	-	636	5,555
Bequests	-	80,592	80,592	-
Investment income	(4,990)	187	(4,803)	9,652
Total revenue	577,264	100,919	678,183	633,204
Expenses				
Salaries and wages	261,436	-	261,436	290,687
Veterinary and medical expense	50,820	-	50,820	97,153
Supplies	36,277	-	36,277	48,082
Professional fees	30,028	-	30,028	22,710
Crematorium	25,131	-	25,131	19,366
Advertising and promotion	23,872	-	23,872	53,387
Utilities	13,654	-	13,654	10,652
Office expenses	13,565	-	13,565	9,908
Repairs and maintenance	11,872	-	11,872	14,019
Insurance	10,874	-	10,874	15,045
Vehicle	8,562	-	8,562	7,822
Owner spay and neuter	8,125	-	8,125	(1)
Interest and bank charges	6,114	-	6,114	6,773
Workers compensation	3,135	-	3,135	2,916
Telephone and telecommunications	2,919	-	2,919	2,426
Animal Protection Officer Expenses	2,300	-	2,300	10,681
Administrative	1,533	-	1,533	6,272
Dog Training	1,240	-	1,240	4,481

The accompanying notes are an integral part of these financial statements.

Moose Jaw Humane Society

Statement of Operations

For the Year Ended December 31, 2018

	Operating Fund	Restricted Fund	2018	2017
Postage	1,233	-	1,233	1,687
Miscellaneous	749	-	749	8,075
Euthanasia	461	-	461	435
Membership fees	326	-	326	150
Land lease	1	-	1	-
Amortization	-	6,235	6,235	6,839
Total expenses	514,225	6,235	520,460	639,565
Excess (deficiency) of revenue over expenses	$ 63,039	$ 94,684	$ 157,723	$ (6,361)

The accompanying notes are an integral part of these financial statements.

Moose Jaw Humane Society

Statement of Changes in Fund Balance

For the Year Ended December 31, 2018

(Refer to Note 5 for detailed changes in fund balances)

	Operating		Restricted	
	2018	**2017**	**2018**	**2017**
Fund balance - beginning of year	**$ 107,342**	$ 118,737	**$ 377,790**	$ 372,756
Excess (Deficiency) of revenues over expenses	**63,039**	(20,704)	**94,684**	14,343
Prior period adjustment	**17,415**	-	**-**	-
Inerfund transfers	**(2,875)**	9,309	**2,875**	(9,309)
Fund balances - end of year	**$ 184,921**	$ 107,342	**$ 475,349**	$ 377,790

The accompanying notes are an integral part of these financial statements.

Moose Jaw Humane Society

Statement of Cash Flows

For the Year Ended December 31, 2018

	Note	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES:			
Excess(Deficiency) of revenues over expenses		**$ 157,722**	$ (6,365)
Amortization		**6,235**	6,839
Increase (decrease) in receivables		**(14,306)**	793
Increase (decrease) in accounts payable and accrued expenses		**15,117**	17,464
Increase (decrease) in spay and neuter deposits		**(22,278)**	-
Increase (decrease) in prepaid expense and other assets		**(4,669)**	-
Increase (decrease) in credit card payable		**4,561**	-
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		**142,382**	18,731
CASH FLOWS FROM INVESTING ACTIVITIES:			
Investment transactions		**830**	4,663
Capital purchases		**2,875**	-
Purchase of investments		**(85,091)**	-
Purchase of share in Western Drug Distribution Limited		**(1,000)**	-
NET CASH USED BY INVESTING ACTIVITIES		**(82,386)**	4,663
CASH FLOWS FROM FINANCING ACTIVITIES:			
OTHER ACTIVITIES:			
Net cash increase (decreases) in cash and cash equivalents		**59,996**	23,394
Cash and cash equivalents at beginning of period		**24,234**	840
Cash and cash equivalents at end of period		**$ 84,230**	$ 24,234

Cash and cash equivalents consist of the following:

Cash	**$ 84,230**	$ 24,234

The accompanying notes are an integral part of these financial statements.

Moose Jaw Humane Society

Notes to the Financial Statements

For the Year Ended December 31, 2018

1. Nature of organization

Moose Jaw Humane Society (the "Society") was incorporated on April 24, 1970 under the provision of the Non-Profit Corporations Act 1995 of the Province of Saskatchewan.

The Society's goal is to find homes for all animals that go through the shelter.

2. Significant Accounting Policies

The financial statements have been prepared in accordance with the Canadian accounting standards for not-for-profit organizations (ASNPO) as issued by the Accounting Standards Board of Canada using the significant accounting policies:

a. Cash and cash equivalents

Cash and cash equivalents includes balances with banks and short-term investments with maturities of three months or less. Cash is subject to restrictions that prevent its use for current purposes is included in restricted cash.

b. Investments

Investments are portfolio investments recorded at fair value for those with prices quoted in an active market, and cost less impairment for those that are not quoted in an active market. They have been classified as long-term assets in concurrence with the nature of the investment.

c. Capital Assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is calculated using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

	Years
Buildings	25 years
Vehicles	10 years
Equipment	10 years
Trailers	10 years

Moose Jaw Humane Society

Notes to the Financial Statements

For the Year Ended December 31, 2018

2. Significant Accounting Policies

d. Fund accounting

The Society follows the restricted fund method of accounting for contributions, and maintains 2 funds: Operating Fund and Restricted Fund.

The Operating Fund reports the Society's unrestricted resources including revenue and expenses related to program delivery and administrative activities.

The Restricted Fund reports the Society's resources relating to activities designated for certain projects. The New Building Fund which consists of resources reserved for the constructions of a new shelter in the future. The Capital Improvement Fund includes funds reserved for future capital expenditures. The Education Fund is reserved for public education costs as well as professional development of staff. The invested in Capital Assets fund, reports the amount invested in capital assets..

e. Revenue recognition

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Investment income is recorded as earned on the accrual basis.

Donation revenue is recognized as revenue when it is received.

f. Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at this date of the financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become unknown.

g. Financial instruments

The Society recognizes its financial instruments when the Society becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management.

Moose Jaw Humane Society

Notes to the Financial Statements

For the Year Ended December 31, 2018

2. Significant Accounting Policies

g. Financial instruments

The Society subsequently measures investments in equity instruments quoted in an active market at fair value. All other financial assets are liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuances or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added in the carrying amount for those financial instruments subsequently measured at cost or amortized cost..

h. Impairment of financial assets

The Society assesses impairment of all of its financial assets measured at cost or amortized cost. When there is an indication of impairment, the Society determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year. If so, the Society reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairments, which is not considered temporary, is included in current year excess of revenues over expenses.

The Society reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in the excess of excess in the year the reversal occurs..

i. Income taxes

The Society is registered as a charitable organization under the Income Tax Act (the "Act") and as such is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Society must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

Moose Jaw Humane Society

Notes to the Financial Statements

For the Year Ended December 31, 2018

3. Capital Assets

Capital assets consist of the following:

			2018	2017
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Buildings	$ 261,193	$ (226,033)	$ 35,160	$ 37,504
Equipment	61,095	(58,364)	2,731	3,747
Trailers	7,481	(7,481)	-	-
Vehicles	32,000	(32,000)	-	-
Total	$ 361,769	$ (323,878)	$ 37,891	$ 41,251

4. Financial Instruments

a. Contracts with municipal government

Approximately 31.00% of revenue earned by the Society in 2018 was from contracts with the municipal government, City of Moose Jaw, and RM of Moose Jaw.

b. Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligation associated with financial liabilities. The Society's exposure to liquidity risk is dependent on the sale of inventory, collection of accounts, purchasing commitments and obligations or raising funds to meet commitments and sustain operations..

Moose Jaw Humane Society

Notes to the Financial Statements

For the Year Ended December 31, 2018

5. Details of Change in Fund Balances

a. 2018 Change in Fund Balance

	Operating Fund	Restricted Fund	2018
Net Assets, beginning of year	$ 107,342	$ 377,790	$ 485,132
Excess (Defiency) of revenue over expenses	63,039	94,684	157,723
Subtotal	170,381	472,474	642,855
Prior period adjustment	17,415	-	17,415
Interfund transfers	(2,875)	2,875	-
Net assets, end of year	**$ 184,921**	**$ 475,349**	**$ 660,270**

b. 2017 Change in Fund Balances

	Operating Fund	Restricted Fund	2017
Net assets, beginning of year, period as previously stated	$ 118,737	$ 683,560	$ 802,297
Correction of an error	-	(310,804)	(310,804)
Net assets, beginning of year as restated	118,737	372,756	491,493
Excess (Deficiency) of revenue over expenses	(20,704)	14,343	(6,361)
Unrealized gain on investments	-	-	-
Interfund transfers	9,309	(9,309)	-
Net assets, end of year	$ 107,342	$ 377,790	$ 485,132

Wakamow Valley

MOOSE JAW'S RIVER HERITAGE

276 Home St. E., P.O. Box 1266, Moose Jaw, Saskatchewan, S6H 4P9
Phone: 306.692.2717 Fax: 306.692.8188 Email: wakamow@sasktel.net

AUG 2 9 2019

August 28, 2019

City of Moose Jaw
Department of Parks and Recreation
Attention: Derek Blais
228 Main St. N.
Moose Jaw, SK
S6H 3J8

Re: 2020 Annual Funding – Request for information

Dear Ms. Blais

In response to your correspondence date August 1, 2019 requesting the Wakamow Valley Authority (WVA) 2020 operating budget. WVA has forwarded our 2019-2020 Operating budget to the City of Moose Jaw and will be beginning our planning in January for the 2020-2021 budget.

This letter is requesting that Wakamow would receive an annual Cost-of-Living adjustment (COLA) for our 2020 Operating budget from the City of Moose Jaw.

Should you require more information please do not hesitate to contact our office.

Thank you for including Wakamow Valley Authority in your 2020 budget planning.

Yours truly,

Todd Johnson, MBA
General Manager
Wakamow Valley Authority

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March 27, 2019
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Wakamow Valley Authority
OPERATING BUDGET
2019-2020

		2019-2020 Budget
REVENUES		
Statutory Funding		
	City of Moose Jaw	323,148
	Province	-
	RM 161- Moose Jaw	5,000
Work Programs		
	Employment Grants	16,000
Other		
	Sportsman's Centre Rental	35,000
	Events Committee	10,000
	Kiwanis River Park Rentals	30,000
	Kinsmen Wellesly Park Rentals	5,000
	Kiwanis River Park City Funds	8,770
	Connor Park Rentals	12,000
	Lion's River Rentals	200
	Plaxton's Lake Rental	200
	Canoe Rental Contract	1,200
	Campground Site Rentals	160,000
	Campground Concession Sales	5,000
	Reekie Residence	7,800
	Permit Administration Fees	2,000
	Chair/Table Rentals	3,000
	Interest	4,000
	Major Fund Raising Special Events	15,000
	Free Events Sponsorships	7,300
	Minor Capital Grants	-
	Maintenance Related Revenue	2,500
	Park Sponsorship	2,000
	Sundry	-
	Community Food Farm	55,000
	From 21st Century Fund	20,000
Total Operating Fund Revenue		732,118

Wakamow Valley Authority
OPERATING BUDGET
2019-2020

		Proposed 2019-2020 Budget	
EXPENDITURES			
Administration:	Salaries	119,640	
	Student Wages	-	
	MERC & Benefits	18,446	
Facilities (Office & Hall)			
	Taxes/Power/Telephone/Postage	17,490	carbon tax
	Travel	500	
	Office Supplies	4,300	
	Office Equipment	1,000	
	Insurance	8,000	
	Events Committee	2,000	
	Major Fundraising Special Events	5,000	
	Free Events	5,000	
	Kiwanis River Park Lodge/Pavilion	17,600	
	Kiwanis River Park Lodge/Pavilion Insurance	3,000	
	Reserve Fund for Major Repairs	3,000	
	Reekie Residence	1,000	
	Hall Operations	19,500	
	Hall Improvements	2,500	
	Hall Maintenance	8,500	
	Hall Insurance	3,500	
	Reserve Fund for Major Repairs	4,000	
Maintenance Staff			
	Management Maintenance (Development/Maintenance)	60,000	
	Maintenance Seasonal Wages	129,009	2.00%
	MERC & Benefits	30,603	
	Student Employment	-	
	Security/Safety Clothing Allowance	2,000	
Park Facilities			
	Utilities	18,150	
	Vehicles	18,000	
	Maintenance	35,000	
	Improvements	5,000	
	Equipment	8,000	
	Insurance	6,500	

Wakamow Valley Authority
OPERATING BUDGET
2019-2020

		Proposed 2019-2020 Budget
River Park Campground		
	Camp Host Contract	15,000
	Maintenance Labour	30,290
	Student Labour	24,112
	Utilities/Maintenance/Concession/Bank	23,500
	Advertising	3,000
	Equipment/Improvements	5,000
	Capital Reserve	5,000
	Insurance	1,350
Committees		
	Events Committee	500
	Advisory Committee	500
Other		
	Memberships/Education	3,000
	Audit	10,500
	Professional Development/Consulting	5,000
	Legal	2,000
	Bank Charges	2,500
	Sundry/Volunteer/Staff Recognition	4,000
	Advertising/Brochure	500
	Website	1,000
	Promotion/Travel	5,000
	Community Food Farm	55,000
	Transfer to reserve re future improvements	2,000
TOTAL EXPENSE		754,990
NET SURPLUS (DEFICIT)		(22,872)

FINANCIAL STATEMENTS

Wakamow Valley Authority

Moose Jaw, Saskatchewan

March 31, 2019

BTN

Professional Accountants

Benson
Trithardt
Noren Professional Accountants
MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITORS' REPORT

To: The Members of
Wakamow Valley Authority

Opinion

We have audited the accompanying financial statements of the Wakamow Valley Authority which comprise the statements of financial position as at March 31, 2019, and the statements of financial activities, financial balances and cash flows for the year then ended.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Wakamow Valley Authority as at March 31, 2019, and its financial position and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonable by expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Benson
Trithardt
Noren Professional Accountants
MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT, continued

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are in adequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing to would reasonably be expected to outweigh the public interest benefits of such communication.

Moose Jaw, Saskatchewan
June 26, 2019

Benson Trithardt Noren
Professional Accountants

MANAGEMENT RESPONSIBILITY STATEMENT

The management of the Wakamow Valley Authority is responsible for preparing the financial statements, the notes to the financial statements and other financial information contained in this annual report.

Management prepares the financial statements in accordance with Canadian accounting standards for not-for-profit organizations. The financial statements are considered by management to present fairly the Organization's financial position and results of operations.

Management, in fulfilling its responsibilities, has developed and maintains a system of internal accounting controls designed to provide reasonable assurance that management assets are safeguarded from loss or unauthorized use, and that the records are reliable for preparing the financial statements.

The financial statements have been reported on by Benson Trithardt Noren Professional Accountants, the organizations auditors. Their report outlines the scope of their examination and their opinion on the financial statements.

CEO

Wakamow Valley Authority

STATEMENT OF FINANCIAL POSITION
As at March 31, 2019

	Operating Fund	Capital Projects Fund	Reserve Fund	Wakamow 21st Century Fund	2019 Total	2018 Total
ASSETS						
CURRENT						
Cash and equivalents (note 3)	$ 298,347	$ -	$ 305,818	$ 900,853	$ 1,505,018	$ 1,471,126
Accounts receivable and prepaid expenses	30,876	-	-	-	30,876	30,938
GST receivable	11,849	-	-	-	11,849	8,341
	341,072	-	305,818	900,853	1,547,743	1,510,405
CAPITAL PROJECTS (note 4)	-	3,022,368	-	-	3,022,368	2,951,236
	$ 341,072	$ 3,022,368	$ 305,818	$ 900,853	$ 4,570,111	$ 4,461,641

RTN
Professional Accountants

Wakamow Valley Authority

STATEMENT OF FINANCIAL POSITION
As at March 31, 2019

	Operating Fund	Capital Projects Fund	Reserve Fund	Wakamow 21st Century Fund	2019 Total	2018 Total
LIABILITIES						
CURRENT						
Accounts payable and unearned revenue (note 5)	$ 217,057	$ -	$ -	$ -	$ 217,057	$ 110,777
NET ASSETS BEFORE INTERFUND TRANSFERS	124,015	3,022,368	305,818	900,853	4,353,054	4,350,864
INTERFUND TRANSFERS						
Due from other funds	1,147,411			90,745	1,238,156	1,060,131
Due to other funds	(124,225)		(1,113,931)		(1,238,156)	(1,060,130)
FINANCIAL POSITION	$ 1,147,201	$ 3,022,368	$ (808,113)	$ 991,598	$ 4,353,054	$ 4,350,865
FINANCIAL POSITION COMPRISES						
NET ASSETS - INVESTED IN CAPITAL PROJECTS	$ -	$ 3,022,368	$ -	$ -	$ 3,022,368	$ 2,951,236
NET ASSETS - RESTRICTED	-	-	-	-	-	-
NET ASSETS - UNRESTRICTED	1,147,201	-	(808,113)	991,598	1,330,686	1,399,630
	$ 1,147,201	$ 3,022,368	$ (808,113)	$ 991,598	$ 4,353,054	$ 4,350,866

APPROVED ON BEHALF OF THE BOARD:

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BTN Professional Accountants

Wakamow Valley Authority

STATEMENT OF FINANCIAL BALANCES
For the year ended March 31, 2019

	Operating Fund	Capital Projects Fund	Reserve Fund	Wakamow 21st Century Fund	2019 Total	2018 Total
NET ASSETS - BEGINNING OF YEAR	$ 1,124,340	$ 2,951,236	$ (694,584)	$ 969,873	$ 4,350,865	$ 4,268,562
EXCESS OF REVENUE OVER EXPENDITURES	22,861	71,132	(113,529)	21,725	2,189	82,303
NET ASSETS - END OF YEAR	$ 1,147,201	$ 3,022,368	$ (808,113)	$ 991,598	$ 4,353,054	$ 4,350,865

BTN
Professional Accountants

Wakamow Valley Authority

STATEMENT OF FINANCIAL ACTIVITIES
For the year ended March 31, 2019

	Operating Fund	Capital Projects Fund	Reserve Fund	Wakamow 21st Century Fund	2019 Total	2018 Total
REVENUES						
Statutory assessments (note 5)	$ 332,912	$ -	$ -	$ -	$ 332,912	$ 321,498
PDAP funding	-	-	-	-	-	5,252
Grants	52,785	-	29,575	-	82,360	55,513
Interest	3,448	-	5,344	21,725	30,517	20,321
Facility rentals	231,666	-	-	-	231,666	238,607
Donations	-	-	75,715	-	75,715	77,580
Event and other income	75,377	-	-	-	75,377	164,642
	696,188	-	110,634	21,725	828,547	883,413
EXPENDITURES (see schedule)						
Personnel	199,376	-	-	-	199,376	191,738
Facilities	126,370	-	-	-	126,370	116,401
Park services	320,963	-	-	-	320,963	303,050
Event, administration and sundry	38,531	-	-	-	38,531	42,030
	685,240	-	-	-	685,240	653,219
AMORTIZATION OF CAPITAL PROJECTS	-	167,059	-	-	167,059	140,293
	685,240	167,059	-	-	852,299	793,512
NET BEFORE INTERNAL TRANSFERS	10,948	(167,059)	110,634	21,725	(23,752)	89,901
TRANSFERS						
Inter Fund Transfer	11,913	238,191	(224,163)	-	25,941	(7,598)
EXCESS OF REVENUE OVER EXPENDITURES	$ 22,861	$ 71,132	$ (113,529)	$ 21,725	$ 2,189	$ 82,303

BTN
Professional Accountants

Wakamow Valley Authority

STATEMENT OF CASH FLOWS
For the year ended March 31, 2019

	Operating Fund	Capital Projects Fund	Reserve Fund	21st Century Fund	2019 Total	2018 Total
CASH FLOWS FROM OPERATING ACTIVITIES						
Excess (deficiency) of revenues over expenditures for the year	$ 22,861	$ 71,132	$ (113,529)	$ 21,725	$ 2,189	$ 82,300
Item not affecting cash						
Amortization	-	167,059	-	-	167,059	140,293
	22,861	238,191	(113,529)	21,725	169,248	222,593
Change in non-cash working capital items						
Accounts receivable and prepaid expenses	62	-	-	-	62	15,434
Accounts payable and unearned revenues	106,280	-	-	-	106,280	(109,673)
GST receivable	(3,508)	-	-	-	(3,508)	5,448
	125,695	238,191	(113,529)	21,725	272,082	133,802
CASH FLOWS FROM INVESTING ACTIVITIES						
Interfund transfer	(178,025)		178,025	-		
Purchase of property, plant and equipment	-	(238,191)	-	-	(238,191)	(148,320)
NET INCREASE (DECREASE) IN CASH	(52,330)	-	64,496	21,725	33,891	(14,518)
CASH AND EQUIVALENTS - BEGINNING OF YE/	350,677	-	241,322	879,128	1,471,127	1,485,645
CASH AND EQUIVALENTS - END OF YEAR	$ 298,347	$ -	$ 305,818	$ 900,853	$ 1,505,018	$ 1,471,127

BTN
Professional Accountants

Wakamow Valley Authority

SCHEDULE OF EXPENDITURES

For the year ended March 31, 2019

	Operating Fund	Capital Projects Fund	Reserve Fund	Wakamow 21st Century Fund	2019 Total	2018 Total
PERSONNEL						
Administrative payroll	$ 162,652	$ -	$ -	$ -	$ 162,652	$ 139,945
Other payroll and benefits	36,724	-	-	-	36,724	51,793
	$ 199,376	$ -	$ -	$ -	$ 199,376	$ 191,738
FACILITIES						
Property taxes (note 6)	$ 2,510	$ -	$ -	$ -	$ 2,510	$ 2,737
Telephone and power	16,085	-	-	-	16,085	10,574
Supplies	5,612	-	-	-	5,612	6,739
Insurance	12,086	-	-	-	12,086	9,748
Hall operating costs	29,245	-	-	-	29,245	27,123
Kiwanis River Park Pavilion expenses	18,053	-	-	-	18,053	13,035
Campground	42,779	-	-	-	42,779	46,445
	$ 126,370	$ -	$ -	$ -	$ 126,370	$ 116,401
PARK SERVICES						
Maintenance and supervision payroll	$ 189,291	$ -	$ -	$ -	$ 189,291	$ 174,535
Other payroll and benefits	24,141	-	-	-	24,141	23,119
Utilities	29,544	-	-	-	29,544	16,265
Landscape maintenance	77,987	-	-	-	77,987	89,131
PDAP expenses	-	-	-	-	-	-
	$ 320,963	$ -	$ -	$ -	$ 320,963	$ 303,050
					-	
EVENT, ADMINISTRATION AND SUNDRY					-	
Professional fees	$ 11,098	$ -	$ -	$ -	$ 11,098	$ 10,771
Event, advertising, travel and sundry	27,433		-		27,433	31,259
	$ 38,531	$ -	$ -	$ -	$ 38,531	$ 42,030

BTN

Professional Accountants

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

1. NATURE OF OPERATIONS

The Authority is constituted as a corporate body under *The Wakamow Valley Authority Act*, an Act of the Government of the Province of Saskatchewan. Various sections of legislation were proclaimed in force effective March 31, 1981, December 14, 1981 and March 1, 1986, while some sections are yet to be proclaimed.

The Authority's primary purpose is to co-ordinate the use, development, conservation, promotion, research, maintenance and improvement of public land in its management and advisory areas of the river valley.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

Fund accounting
The Authority maintains accounts in accordance with the principles of fund accounting. For financial reporting purposes, accounts with similar characteristics are reported within the same fund. The Authority currently has four funds – Operating Fund, Capital Projects Fund, Reserve Fund and Wakamow 21st Century Fund.

Operating Fund – to facilitate accounting for the current operating revenues and expenditures relating to the usual day-to-day activities of the Organization.

Capital Projects Fund – to facilitate accounting for the capital assets and debts related to capital assets and development of the Organization.

Reserve Fund – to facilitate accounting for the repairs and renovations to campgrounds and buildings as needed.

Wakamow 21st Century Fund – to facilitate accounting for investments intended for major capital projects or to supplement general operating expenses of the Organization as needed. The Fund balance is to never fall below $750,000.

Revenue recognition
Revenues from government and agency grants are recorded as they are earned. Some grants are related to costs incurred and are recognized on a percentage of completion basis. Grants that are not contingent upon the completion of certain goals or expenditure levels are recognized as they become known.

Revenues from donations are recognized upon receipt.

Revenues from facility rentals are recognized as earned.

Interest revenue, event and other income is recognized as received or receivable.

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES, continued

Investments
Investments are managed by an external professional investment manager, in accordance with the Investment Policy Statement for each portfolio as determined by the Organization. The investments in mainly mutual fund groups are initially and subsequently recorded at fair value, with the unrealized gain (loss) recorded in the statement of operations.

Transaction costs and management fees associated with the investments are expensed.

Use of estimates
The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions based on currently available information. Such estimates and assumptions may affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the reporting date and the reported amounts of revenue and expenses during the fiscal period. Some of the more significant areas where estimates are used are in the valuation of accounts receivable, in the determination of useful lives and amortization rates of capital assets. Actual results could differ from those estimates and assumptions.

Financial instruments
The organization initially measures its financial assets and liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Authority's financial instruments consist of cash, accounts receivable, prepaid expenses, accounts payable and unearned revenues. These financial instruments are recorded at their carrying value which is comparable to their fair value due to the approaching maturity of these financial instruments.

Credit risk
Credit risk arises from the potential that a counter party will fail to perform its obligations. The Authority is exposed to credit risk from customers, however, the Authority activities are largely related to funding from government and government agencies which minimizes the concentration of credit risk.

Unearned revenue
Unearned revenue consists of municipal grants and for the upcoming quarter non-refundable hall rental deposits which relate to rental periods subsequent to the fiscal year end.

Reserves
The Authority maintains a Reserve for Future Expenditures within the operating fund to which amounts are allocated from operations. Amounts may be transferred from the reserve to current revenue to fund various expenditures at the discretion of the Board.

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES, continued

Capital projects
Capital projects are recorded at cost in the Capital Fund. The Authority provides for amortization using the straight-line method at rates designed to amortize the cost of the capital projects over their estimated useful lives. Projects are amortized over 40 years, furnishings and equipment over 10 years and vehicles over 5 years. The annual amortization rates are as follows:

Plaxton's Lake	2.5%
Trans Canada Trail Bridge	2.5%
Kingsway Connors Park	2.5%
Devonian Trail	2.5%
Kinsmen Wellesley Park	2.5%
Lions River Park	2.5%
Rotary River Park	2.5%
Kiwanis River Park	2.5%
Kingsway Ecological Zone	2.5%
Acreage properties	2.5%
Reekie property	2.5%
Reekie Uplands	2.5%
Sportsman's Centre	2.5%
Maintenance building	2.5%
Multipurpose facility	2.5%
River Park	2.5%
Assiniboine Bridge	2.5%
Cree Bridge	2.5%
Churchill Park Trail	2.5%
Fence	2.5%
Low Level Crossing	2.5%
River Park Campground	2.5%
Furnishings and equipment	10.0%
Vehicles	20.0%

In the year of acquisition, full amortization is used.

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

3. CASH AND EQUIVALENTS

	2019	2018
Operating Fund		
Petty Cash	$500	$500
Campground Float	300	300
Chequing Account	135,660	11,450
Savings Account	1,185	175,543
Lottery Funds	-	4,989
RBC Term Deposits	8,002	7,895
GIC's	152,700	150,000
	298,347	350,677
Reserve Fund		
RBC Term Deposits	305,718	241,221
Reserve Cash Float	100	100
	305,818	241,321
Wakamow 21st Century Fund		
RBC Term Deposits	695,653	679,128
GIC's	205,200	200,000
	900,853	879,128

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

4. CAPITAL PROJECTS

	Cost	Accumulated Amortization	2019 Net Book Value	2018 Net Book Value
Land	$ 15,000	$ -	$ 15,000	$ 15,000
McCaig Gardens	133,784	-	133,784	133,784
Plaxton's Lake	710,674	616,825	93,849	96,954
Trans Canada Trail Bridge	409,974	30,365	379,609	382,192
Kingsway Connors Park	559,999	316,896	243,103	199,768
Devonian Trail	476,830	408,330	68,500	80,421
Kinsmen Wellesley Park	160,281	52,319	107,962	87,469
Lions River Park	103,510	41,341	62,169	55,224
Rotary River Park	252,894	67,862	185,032	191,354
Kiwanis River Park	246,396	140,339	106,057	112,217
Kingsway Ecological Zone	11,669	8,707	2,962	3,254
Acreage properties	15,988	7,584	8,404	8,803
Reekie property	51,979	19,146	32,833	34,133
Reekie Uplands	19,670	8,649	11,021	11,513
Sportsman's Centre	609,680	240,947	368,733	383,975
Maintenance building	40,234	32,013	8,221	9,227
Multipurpose facility	524,049	201,955	322,094	335,195
Cooney property	5,000	-	5,000	4,500
River Park	149,427	117,482	31,945	35,681
Assiniboine Bridge	522,725	117,456	405,269	418,337
Cree Bridge	110,034	24,467	85,567	88,318
Churchill Park Trail	274,531	54,906	219,625	226,488
Fence	10,747	1,881	8,866	9,135
Low Level Crossing	71,993	1,800	70,193	-
River Park Campground	19,717	493	19,224	-
Furnishings and equipment	264,699	254,645	10,054	8,374
Vehicles	212,863	195,571	17,292	19,920
	$ 5,984,347	$ 2,961,979	$ 3,022,368	$ 2,951,236

BTN
Professional Accountants

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

4. CAPITAL PROJECTS, continued

	2019	Additions	2018
Land	$ 15,000	$ -	$ 15,000
McCaig Gardens	133,784	-	133,784
Plaxton's Lake	710,674	14,662	696,012
Trans Canada Trail Bridge	409,974	7,667	402,307
Kingsway Connors Park	559,999	57,334	502,665
Devonian Trail	476,830	-	476,830
Kinsmen Wellesley Park	160,281	24,500	135,781
Lions River Park	103,510	9,533	93,977
Rotary River Park	252,893		252,893
Kiwanis River Park	246,396	-	246,396
Kingsway Ecological Zone	11,669	-	11,669
Acreage properties	15,988	-	15,988
Reekie property	51,979	-	51,979
Reekie Uplands	19,670	-	19,670
Sportsman's Centre	609,680		609,680
Maintenance building	40,234	-	40,234
Multipurpose facility	524,049	-	524,049
Cooney property	5,000	-	5,000
River Park	149,427	-	149,427
Assiniboine Bridge	522,725	-	522,725
Cree Bridge	110,034	-	110,034
Churchill Park Trail	274,531	-	274,531
Fence	10,747	-	10,747
Low Level Crossing	71,993	71,993	-
River Park Campground	19,717	19,717	-
Furnishings and equipment	264,699	11,172	253,527
Vehicles	212,864	21,616	191,248
	$ 5,984,347	$ 238,194	$ 5,746,153

Wakamow Valley Authority

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

5. ACCOUNTS PAYABLE AND UNEARNED REVENUE

	2019	2018
Trade payables	18,773	22,495
Payroll liabilities	56,707	85,193
Unearned statutory grants	82,662	-
Unearned food farm revenue	55,000	-
Unearned rental deposits	3,915	3,089
	217,057	110,777

6. FINANCING BY PARTICIPATING PARTIES

The participating parties of the Authority are the City of Moose Jaw and the Rural Municipality of Moose Jaw 161. The City agrees to contribute $304,540 annually and the Rural Municipality agrees to contribute $2,500 annually. The parties must review the contribution levels a minimum of every five years. The last review was completed in 2012/2013.

7. EXEMPTIONS FROM PROPERTY TAXES

Land and improvements which are owned by the Authority for park use are not subject to taxation for provincial, municipal or school purposes. Some taxes do apply, however, in regard to other facilities such as the hall and the shooting range.

8. LEASES

The Authority has entered into an agreement to lease a portion of the Reekie property to a third party for a term of three years commencing January 1, 2017. Compensation will be a combination of interior or exterior leasehold improvements and/or cash rent with the tenant being responsible for all utilities.

DEVELOPMENT, USE AND MAINTENANCE AGREEMENT

Agreement dated March 3, 2014

Between:

CITY OF MOOSE JAW, a municipal corporation continued pursuant to *The Cities Act* (the "City")

- and -

WAKAMOW VALLEY AUTHORITY, a statutory corporation, incorporated pursuant to *The Wakamow Valley Authority Act* (the "Authority")

WHEREAS the City is a participating party pursuant to *The Wakamow Valley Authority Act* (WVAAct), and owns property in the Wakamow Valley;

AND WHEREAS clause 11(f) of the WVAAct provides that the Authority may construct, maintain or operate any park, improvement or service facility;

AND WHEREAS subclause 11(g)(ii) of the WVAAct provides that the Authority may, with the consent of a participating party, maintain, develop, improve or build on any public land owned by that participating party;

AND WHEREAS the Authority wants to be responsible for landscape construction on and landscape maintenance and service maintenance respecting certain City owned property within the WakamowValley;

AND WHEREAS clause 11(i) of the WVAAct provides that on authority land, the Authority is authorized to establish, maintain and operate, or grant concessions or permission for the operation of, places of entertainment, amusement, recreation or refreshment or other places of public interest or accommodation, and may operate or grant permission for the operation of, a public information service respecting the activities or services of the Authority;

AND WHEREAS clause 11(n) of the WVAAct authorizes the Authority to do and authorize the doing of any things that are incidental or conducive to the attainment of its objects and purposes and the exercise of its power under this Act;

AND WHEREAS clause 11(m) of the WVAAct authorizes the Authority to enter any contract or agreement that it considers expedient or desirable in the exercise of any of its powers or the discharge of any of its duties under the Act;

AND WHEREAS section 64 of the WVAAct authorizes the Authority, for the whole or any purpose relating or incidental to Wakamow Valley or the land forming part of any road or street abutting the Wakamow Valley, enter into an agreement with any participating party; and

AND WHEREAS the City wants the Authority to exercise certain of its powers respecting certain City owned property in the Wakamow Valley and respecting certain road and streets within that City owned property, for which road and streets the City has authority pursuant to *The Cities Act* to direct, control and manage;

NOW THEREFORE, in consideration of the mutual covenants and agreements made in this Agreement, the parties agree as follows.

Definitions

1(1) In this Agreement, the words have the same meaning as in the WVAAct unless stated otherwise.

(2) In this Agreement:

(a) "**Building**" means any building or structure used or occupied or intended for supporting or sheltering any use or occupancy and includes a portable shack or trailer that is situated within the City for more than 30 days and is not:

(i) in storage: or

(ii) a travel trailer.

(b) "**City Owned Properties**" means the land and the Buildings in Wakamow Valley which properties are owned by the City.

(c) "**Devonian Trail**" means the 4.2 kilometre paved recreation pathway and the land one meter wide on either side measured from the paved edges of the pathway, the location of which pathway is generally shown on the drawing attached as Schedule A to this Agreement.

(3) For the purposes of this Agreement and pursuant to subclause 2(cc)(iii) of the WVAAct, the Authority is of the opinion that a building incidental to a park or used in connection with the operation of park includes buildings or structures associated with a:

(a) campground or campsite;

(b) canoe compound;

(c) maintenance building; or

(d) pavilion.

Administer and Maintain

2(1) Subject to the terms of this Agreement, the Authority:

(a) may administer, use and occupy the City Owned Properties listed in Schedule B attached to this Agreement;

(b) shall operate, be responsible for, and perform landscape maintenance respecting, the City Owned Properties listed in Schedule B;

(c) unless otherwise set out in this Agreement, shall operate, be responsible for and maintain all Buildings and structures located in or on City Owned Properties listed in Schedule B; and

(d) may, with prior written notice to the City, undertake and/or perform landscape construction on the City Owned Properties listed in Schedule B, and thereafter shall perform the landscape maintenance thereon.

(2) The Authority is responsible for locating all underground utilities or structures prior to making any excavations respecting the City Owned Properties.

(3) If the City is required to excavate a portion of City Owned Properties respecting City utilities, the City is not responsible for the replacement of any landscaping or concrete that may be disturbed as a result of the excavation.

(4) Upon request of the City, the Authority is responsible for the removal of any building or structure located on or over a utility, a road or a boulevard.

(5) The Authority shall obtain the permission of the City prior to undertaking any work or maintenance that may affect the surface drainage flow into the City's storm sewer system.

(6) Unless otherwise set out in the body of this Agreement, the authorities and obligations under this section are deemed effective respecting the particular City Owned Property and the Buildings and structures therein and thereon, as of the date set out in Schedule B related to that property.

(7) The authority to administer, use and occupy in subsection (1) includes but is not limited to the authority to establish, and thereafter maintain and operate, or grant concessions or permission for the operation of, places of entertainment, amusement, recreation or refreshment or other places of public interest or accommodation, respecting the City Owned Properties listed in Schedule B.

(8) The requirement to maintain in this section includes ordinary care, maintenance and repair.

Schedule C

3 Schedule C attached to this Agreement, entitled "Wakamow Land Transfer", is a drawing which shows the City Owned Properties listed in Schedule B to this Agreement as of the date of this Agreement.

Term

4 This Agreement shall commence as of the date of signing but shall deemed to have been commenced on July 11, 1983 and shall continue until terminated in accordance with this Agreement.

Expansion

5(1) The parties may agree to amend this Agreement to add additional City Owned Properties to the list of properties in Schedule B, which properties will become subject to the rights and obligations pursuant to this Agreement as of the date agreed to by the parties.

(2) When the Authority wants to add additional City Owned Properties to the list of properties in Schedule B, the Authority shall provide written notice to the City requesting that the Agreement be amended and advise:

(a) which properties the Authority wants to add to Schedule B; and

(b) as of what date the Authority wants the additional properties to be subject to the Agreement.

(3) Upon receipt of a notice under subsection (2), the City will have 60 days to respond to the request by providing a written notice to the Authority:

(a) agreeing to add to Schedule B the City Owned Properties listed in the Authority's notice as of the date(s) proposed in the notice; and

(b) advising that the City:

(i) is willing to agree to a revised list of City Owned Properties to be added to Schedule B; and/or

(ii) is willing to agree to a revised date(s) as to when the additional City Owned Properties would be added to Schedule B; or

(iii) does not want to amend the Agreement at that time.

(4) Upon receipt of the written notice of the City under subsection (3), the Authority will, by written notice to the City, confirm whether the Authority wants to proceed by:

(a) amending the Agreement to add to Schedule B the list of City Owned Properties as of the dates set out in the City's notice under subsection (3); or

(b) withdrawing its request to amend the Agreement.

(5) In the event the Authority confirms under subsection (4), that it wants to proceed to amend the Agreement, the City will, as soon as possible, in writing add to Schedule B the list of City Owned Properties that the parties agreed to add to the Agreement and will indicate on Schedule B the date(s) as to when the added properties will be subject to the rights and obligations under the Agreement, and thereafter the Agreement will be deemed to be amended.

(6) The City will provide the Authority with a copy of the written addition to Schedule B in subsection (5).

Development

6(1) Notwithstanding section 5, the Authority will obtain the prior written consent of the City before constructing new, or additions to, any Building, structures or service facility located or to be located in or on the City Owned Property listed in Schedule B, which consent is wholly at the discretion of the City.

(2) In the event the City agrees to the construction of any Buildings, structures or service facility under subsection (1), those Buildings and service facilities as well as all developments in the Wakamow Valley are subject to all the requirements of the City's applicable bylaws.

(3) When the Authority undertakes construction under subsection (1) or undertakes construction of other buildings, structures or improvements to the City Owned Property, the Authority shall obtain industry standard insurance related to the construction.

(4) The requirement for the industry standard insurance in subsection (3) will be a condition of the City's written consent under this subsection (1).

(5) The insurance policy(ies) under this section shall:

(a) include the City as an additional insured;

(b) contain a waiver by the insurer of any rights of subrogation or indemnity or any other claim over to which the insurer might otherwise be entitled against the City and persons for whom in law the City is responsible;

(c) include a provision for the City to be given not less than 30 days notice prior to cancellation or any material change in coverage, and in either event, the Authority shall secure and maintain alternate or replacement insurance prior to the effective date of cancellation or material change; and

(d) be in a form, amount and deductible approved by the City.

(6) The requirements of section 2 respecting administration and maintenance of City Owned Properties apply equally to any developments of City Owned Properties under this section.

Devonian Trail

7 As of January 1, 1985, the Authority shall provide landscape construction, landscape maintenance and service maintenance on the portions of the Devonian Trail that cross "streets" as defined in *The Cities Act* and/or land owned by the City, whether the street or land is located within or outside the Wakamow Valley, which land includes but is not limited to:

(a) Surface Parcel No.104293818, Lot 12 Block 87 Plan OLD96, Ext. 14;

(b) Surface Parcel No. 135984583, Parcel BB Plan 101889793, Ext. 18;

(c) Surface Parcel No. 104297205, Parcel AA Plan 101889793, Ext. 34;

(d) Surface Parcel No. 104299948, Lot 26 Block 120 Plan 101889771, Ext. 23; and

(e) Surface Parcel No. 104299825, Lot 24 Block 120 Plan 101118079, Ext. 11.

City Maintenance

8(1) Notwithstanding section 5 or subsection 6(1), the City is responsible for landscape maintenance respecting City Owned Properties, which properties are not listed in Schedule B or part of the Devonian Trail.

(2) The level of maintenance in subsection (1) will be wholly at the discretion of the City.

(3) The City is not required to construct any improvements or service facilities, or perform landscape construction, on Authority Land within Wakamow Valley.

(4) The City may develop cross country ski trails in Wakamow Valley and the City shall have access to the cross country ski trails for their maintenance and grooming.

9 The City shall provide snow clearing and street, sidewalk, curb and gutter repair and maintenance to the level of service as provided by the City as of December 17, 1984 for the roads in between Bank Street in the north to Lansing Street in the south and east and Highway #2 to the west.

10 The City shall provide snow clearing, street sweeping and asphalt repair and maintenance on:

(a) the portion of the Devonian Trail starting at the intersection of Second Avenue NE and Manitoba Street for 800 feet in a southerly direction;

(b) River Drive from 1st Avenue SE to Coteau Street;

(c) Park Drive from River Drive to Wellesley Street;

(d) Wellesley Street easterly to the pedestrian bridge over the Moose Jaw River; and

(e) Wellesley Street westerly from the pedestrian bridge over the Moose Jaw River to Highway No. 2.

11 The Authority is responsible for landscape maintenance and service maintenance of all bollards and curbing that are installed as part of the landscape construction of the Devonian Trail.

Access

12(1) The City continues to have all rights of access and egress to City Owned Properties.

(2) The Authority shall provide access and egress to Surface Parcel #112430843, Parcel C Plan 101185815, as described on Certificate of Title 99MJ07674 across City Owned Property.

Indemnity

13(1) The Authority shall indemnify and save harmless the City from and against all and any losses, costs, claims, demands, actions, damages, suits of any nature, liabilities and/or expenses in connection with the loss of life, personal injury or damage to persons or property: arising from any occurrence in, on or at the City Owned Properties; and/or arising

from the occupancy, use or administration of the City Owned Properties or any part thereof by the Authority or anyone for whom in law the Authority is responsible, or anyone permitted by the Authority to be in, on or at City Owned Properties; and/or arising from or occasioned wholly or in part by any act or omission of the Authority, its employees, agents, anyone for whom in law the Authority is responsible or anyone permitted by the Authority to be in, on or at City Owned Properties.

(2) Where the City is, without fault on its own part, to be made a party to any litigation commenced against the Authority, then the Authority shall protect and hold the City harmless and shall pay all costs, expenses and reasonable legal fees incurred or paid by the City in connection with such litigation.

Insurance

14(1) During the term of this Agreement, the Authority shall, at its own expense, secure and maintain, from an insurer allowed by law to issue insurance policies in Saskatchewan, the following policies of insurance covering the Authority in respect of its obligations under this Agreement:

(a) a commercial general liability insurance policy for bodily injury (including death) and property damage, having a limit of not less than $5,000,000 inclusive per occurrence, or any greater amount that may be required by the City from time to time, which policy shall provide for an endorsement for unlicensed vehicles and operation of attached machinery; and

(b) automobile (owned and non owned) third party liability insurance policy for bodily injury (including death) and property damage having a limit of not less than $5,000,000 per occurrence, or any greater amount as required by the City from time to time, which insurance shall include passenger liability extension;

(2) The insurance policies in this section shall include a provision for the City to be given not less than 30 days notice prior to cancellation or any material change in coverage, and in either event, the Authority shall secure and maintain alternate or replacement insurance prior to the effective date of cancellation or material change.

(3) The insurance policies required by this section shall:

(a) be in a form, amount and deductible approved by the City;

(b) contain a waiver by the insurer of any rights of subrogation or indemnity or any other claim over to which the insurer might otherwise be entitled against the City and persons for whom in law the City is responsible;

(c) list the City as an additional insured; and

(d) provide that the City will be notified in writing of cancellation or changes to the policy at least 30 days prior to such cancellation or change.

(4) Annually or upon request, the Authority shall provide the City a certified copy of the insurance policies required by this section.

(5) If the Authority fails to secure or to maintain policies of insurance required by this section, or fails to prove the existence of such policies, the City may purchase on behalf of and at the expense of the Authority, the required insurance coverage.

(6) Nothing contained in this section or in any policy of insurance required by this Agreement shall in any way limit the liability of the Authority under this Agreement or otherwise in law.

(7) The City is not responsible for any property insurance for the damage or destruction of buildings, structures improvements or contents or any other insurance unless specifically set out in this Agreement.

15 Sections 13 and 14 shall survive the termination or expiration of this Agreement.

Termination

16(1) Either party may terminate the Agreement by providing the other party one year's written notice of the intention to terminate.

(2) Notwithstanding subsection (1), the City may terminate the Agreement with 60 days prior written notice if the Authority is, in the opinion of the City, in violation of any of the terms of this Agreement, and the violation has not been remedied within those 60 days.

(3) Upon termination of this Agreement for whatever reason, the City may re-enter and take possession of all land, Buildings and improvements located on City owned property as of the date of termination.

Notice

17(1) Any notice, request or other writing required or permitted to be given to either party pursuant to this Agreement will be in writing and may be delivered to the other party in person, or by sending it by fax or by prepaid registered mail, addressed:

the City
City Clerk/Solicitor
City of Moose Jaw
228 Main Street North
Moose Jaw, Saskatchewan
S6H 3J8
Fax: (306) 692-4518
email: cclerks@moosejaw.ca

to the Authority
276 Home Street East
P.O. Box 1266
Moose Jaw, Saskatchewan
S6H 4P9
Fax: 306-692-2188
email: Wakamow@sasktel.net

or such address as the parties may advise by notice.

(2) A notice is deemed to be received on the following days:

(a) if a notice is hand delivered, such notice is deemed to be received on the date of delivery;

(b) if a notice is sent by registered mail, such notice is deemed to be received three days following the date of such mailing;

(c) if a notice is sent by facsimile transmission, such notice is deemed to be received on the day such facsimile transmission is sent;

(d) if a notice is sent by email, such notice is deemed to be received on the date shown on the "read receipt" message from the party being notified; and

(e) if postal service is interrupted or substantially delayed, all notices shall be hand-delivered or sent by facsimile or email during the period of such interruption or substantial delay.

Severability

18 If any provision or provisions of this Agreement is/are found to be illegal or unenforceable, such provision(s) shall be considered separate and severed from this Agreement and the remaining provisions shall remain in force and be binding upon the parties as if the illegal or unenforceable provision(s) had not been included in this Agreement.

Entire Agreement

19(1) This Agreement, including any schedules, constitutes the entire agreement between the parties relating to the subject matter herein and supersedes:

(a) all prior agreements including the agreement between the parties dated July 11, 1983, which agreement was amended by amending agreements dated October 23, 1984; December 17, 1984; September 19, 1989; March 13, 1990; February 27, 1995 and December 13, 2001, which agreement and amendments are hereby cancelled and of no effect;

(b) any undertakings, representations and understandings, written or oral, between the parties or their representatives.

(2) Notwithstanding subsection (1), this Agreement does not affect:

(a) the Fee for Service Agreement between the parties dated April 27, 2006 respecting the Lodge in Kiwanis River Park; or

(b) the acknowledged letters between the parties with respect to the transfer of the responsibility for buildings, structures, improvements and any other assets located on the portion of the River Park Campground located on Surface Parcel 104499287 Parcel PR1 Plan 87MJ17148, which property is owned by the Crown.

Arbitration

20(1) All matters in dispute under this Agreement may, by agreement of the parties, be submitted to arbitration to a single arbitrator appointed jointly by the parties.

(2) In the event the parties cannot agree to the arbitrator to be appointed, such arbitrator will be appointed by reference to a judge of the Queen's Bench Court of Saskatchewan.

(3) The award of the arbitrator will be final and binding upon the parties.

General

21 No amendment or modification to this Agreement shall be binding upon either party unless it is agreed to in writing and signed by the parties.

22 The parties shall execute such documents and do such things that may be necessary to carry out the intent of and give effect to the terms of this Agreement.

23 This Agreement may not be assigned without the consent of the other party.

24 Any waiver of any breach or any covenants of this Agreement by either party shall be limited to the particular instance and shall not be deemed to be a general waiver of any right or benefit in any other instance.

25 This Agreement shall enure to the benefit of apply to and be binding upon the parties and their respective successors, administrators, executors and permitted assigns.

26 This Agreement shall be binding upon the parties hereto, their successors and assigns.

27 Notwithstanding the provisions of this Agreement, the Authority remains subject of all applicable laws and bylaws.

Applicable Law

28 This Agreement shall be governed by and construed according to the applicable laws of Saskatchewan and of Canada.

29 This Agreement shall be binding upon the parties hereto, their successors and assigns.

The parties have duly executed this Agreement by their proper signing officers as of the date written above.

CITY OF MOOSE JAW

City Clerk

Mayor

(seal)

WAKAMOW VALLEY AUTHORITY

(signature) DON BUTCHKO

CHAIR

(name and position - please print)

Margaret Moran

(signature)

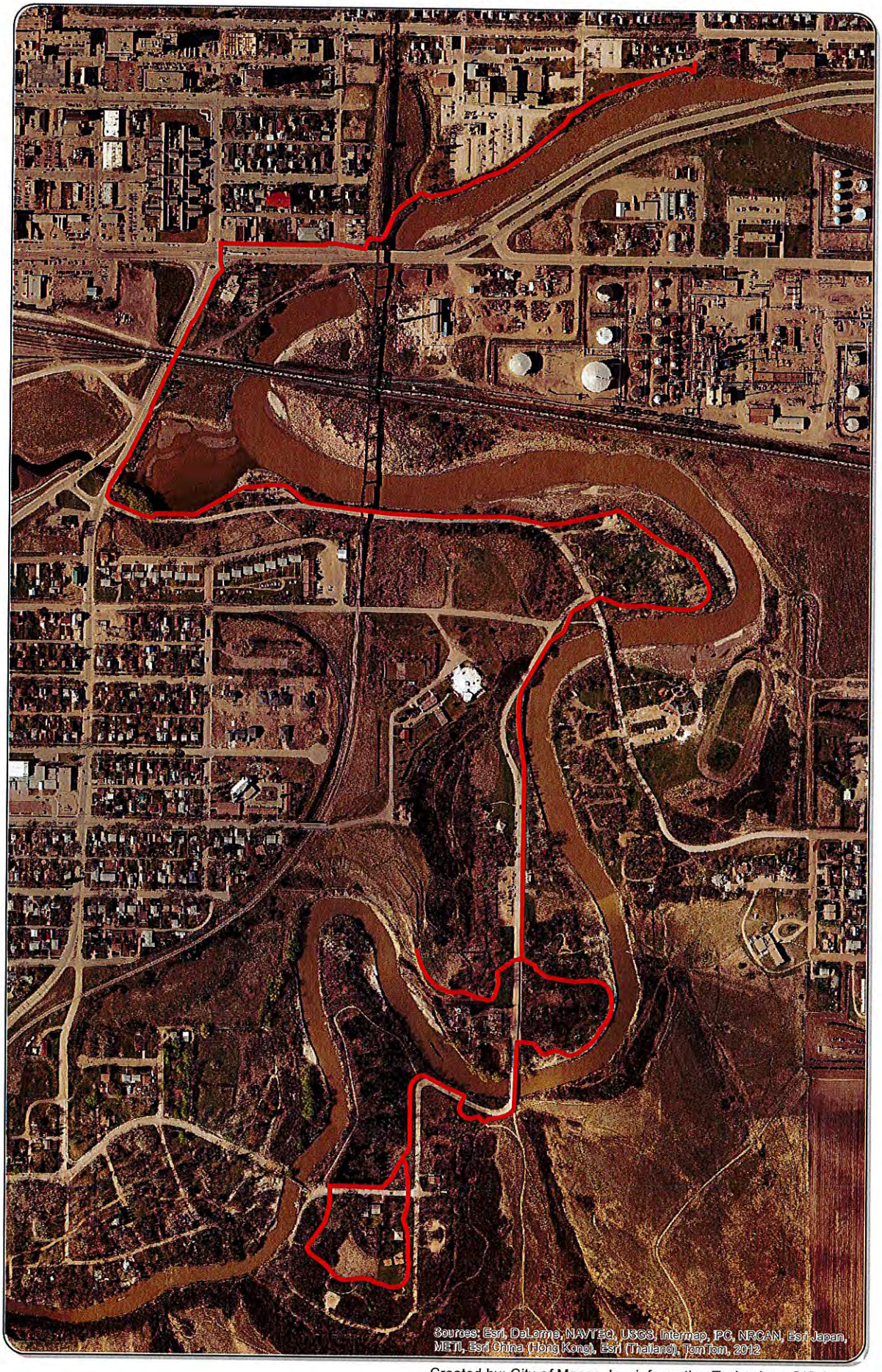
MARGARET MORAN CEO

(name and position - please print)

Schedule A

Devonian Trail

Schedule A - Devonian Trail



Created by: City of Moose Jaw information Technology GIS Area

Schedule B

Land Descriptions

Effective Date January 1, 1984 - Agreement Date July 11, 1983 (light blue/purple)

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104889853		A	V1328	1	70MJ01536A

Effective Date January 1, 1984 – Agreement Date October 23, 1984 (Pinkish Purple)

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104888289	8	1	V1328	0	85MJ13686
104888290	9	1	V1328	0	70MJ01536B
104888302	10	1	V1328	0	70MJ01536B
104888672	1	2	V1328	0	75MJ00245
104888683	2	2	V1328	0	75MJ00245
104888694	3	2	V1328	0	70MJ01536C
104888706	4	2	V1328	0	70MJ01536C
104888717	5	2	V1328	0	70MJ01536C
104888728	6	2	V1328	0	70MJ01536C
104888739	7	2	V1328	0	70MJ01536C
104888740	8	2	V1328	0	75MJ00246
104888751	1	3	V1328	0	70MJ09356
104892194	7	3	V1328	0	77MJ05735
104892206	8	3	V1328	0	77MJ05735
104892217	9	3	V1328	0	77MJ05735
104892228	10	3	V1328	0	77MJ05735
104892239	11	3	V1328	0	77MJ05735
104892240	12	3	V1328	0	77MJ05735
104888313	1	4	V1328	0	70MJ01536B
104888324	2	4	V1328	0	70MJ01536B
104888335	3	4	V1328	0	70MJ01536B
104888818	4	4	V1328	0	70MJ01536
104888346	5	4	V1328	0	70MJ01536B
104888357	6	4	V1328	0	70MJ01536B
104888368	7	4	V1328	0	70MJ01536B
104888379	10	4	V1328	0	70MJ01536B
104888380	11	4	V1328	0	70MJ01536B
104888391	4	5	V1328	0	70MJ01536B
104888403	5	5	V1328	0	70MJ01536B
104888414	6	5	V1328	0	70MJ01536B
104888425	7	5	V1328	0	70MJ01536B

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104888436	1	6	V1328	0	70MJ01536B
104888447	2	6	V1328	0	70MJ01536B
104888458	3	6	V1328	0	70MJ01536B
104888469	4	6	V1328	0	70MJ01536B
104888470	5	6	V1328	0	70MJ01536B
104888481	6	6	V1328	0	70MJ01536B
104888492	7	6	V1328	0	70MJ01536B
104888504	8	6	V1328	0	70MJ01536B
104888515	9	6	V1328	0	70MJ01536B
104888526	10	6	V1328	0	70MJ01536B
104888537	11	6	V1328	0	70MJ01536B
104888548	12	6	V1328	0	70MJ01536B
104889718	1	7	V1328	0	70MJ01536A
104889729	2	7	V1328	0	70MJ01536A
104889730	3	7	V1328	0	70MJ01536A
104889741	4	7	V1328	0	70MJ01536A
104889752	5	7	V1328	0	70MJ01536A
104889763	6	7	V1328	0	70MJ01536A
104889774	7	7	V1328	0	70MJ01536A
104889785	8	7	V1328	0	70MJ01536A
104889796	9	7	V1328	0	70MJ01536A
104889808	10	7	V1328	0	70MJ01536A
104889819	11	7	V1328	0	70MJ01536A
104889820	12	7	V1328	0	70MJ01536A
104889831	13	7	V1328	0	70MJ01536A
104889842	14	7	V1328	0	70MJ01536A
104889853		A	V1328	1	70MJ01536A

Effective Date January 1, 1990 – Agreement Date September 19, 1989 (Red)

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104499265		6	S2499	0	131OW
104514982		A	84MJ02504	0	84MJ04714
104499276		C	84MJ02504	0	84MJ04714
102548314	1	A	E1505	0	187TN
102513642	2	A	E1505	0	187TN
102545377	3	A	E1505	0	187TN
102545041	4	A	E1505	0	187TN
102545052	5	A	E1505	0	187TN
102577024	6	A	E1505	0	187TN
102577035	1	B	E1505	0	187TN
102577046	2	B	E1505	0	187TN
102577057	3	B	E1505	0	187TN
102577068	4	B	E1505	0	187TN
102577079	5	B	E1505	0	187TN
104334320	11	B	101133919	2	187TN
Ewert Street					
102545029	3	1	E1505	0	232TH
102577013	4	1	E1505	0	181TX
102577002	5	1	E1505	0	232TH
102576999	1	271	63MJ03288	0	83MJ00511
102576988	2	271	63MJ03288	0	79MJ07369
102576977	3	271	63MJ03288	0	79MJ10062
102576966	4	271	63MJ03288	0	78MJ09558
102576955	5	271	63MJ03288	0	79MJ14426
102576944	6	271	63MJ03288	0	78MJ03742
102576933	7	271	63MJ03288	0	80MJ04737
Wilton Ave from Russel Hill Crescent to Wellesley Street (between Block 5, 6 and 7 Plan R1941); Franklin Crescent; Lanes in Blocks 5 and 7, Plan R1941					
103503372	1	5	R1941	0	81MJ00391
103503226	2	5	R1941	0	81MJ00391
103503237	3	5	R1941	0	81MJ00391
104179574	4	5	R1941	0	77MJ20046
103503248	5	5	R1941	0	77MJ20046
103503259	6	5	R1941	0	75MJ07869
103503260	7	5	R1941	0	35ZC

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
103503271	8	5	R1941	0	35ZC
103503282	9	5	R1941	0	35ZC
103503316	10	5	R1941	0	35ZC
104179585	11	5	R1941	0	35ZC
103503293	12	5	R1941	0	35ZC
103503305	13	5	R1941	0	35ZC
103503338	14	5	R1941	0	35ZC
104179596	15	5	R1941	0	35ZC
103503327	16	5	R1941	0	35ZC
103503361	17	5	R1941	0	35ZC
103503181	4	6	R1941	0	80MJ08974
103503215	5	6	R1941	0	80MJ08974
103503204	6	6	R1941	0	79MJ07697
103503350	7	6	R1941	0	79MJ07697
166255566	1	7	R1941	0	TX47CNV
104932616	2	7	R1941	0	35ZC
104932627	3	7	R1941	0	35ZC
104932638	4	7	R1941	0	35ZC
104932649	5	7	R1941	0	35ZC
104932650	6	7	R1941	0	35ZC
104932661	7	7	R1941	0	35ZC
104932672	8	7	R1941	0	35ZC
104932683	9	7	R1941	0	35ZC
104932694	10	7	R1941	0	35ZC
104932706	11	7	R1941	0	35ZC
104932717	12	7	R1941	0	35ZC
104932728	13	7	R1941	0	35ZC
104932739	14	7	R1941	0	35ZC
104932740	15	7	R1941	0	35ZC
104932751	16	7	R1941	0	35ZC
104932762	17	7	R1941	0	35ZC
104932773	18	7	R1941	0	35ZC
104932784	19	7	R1941	0	35ZC
104932795	20	7	R1941	0	35ZC
104932807	21	7	R1941	0	35ZC
104932818	22	7	R1941	0	35ZC
104932829	23	7	R1941	0	35ZC
104932830	24	7	R1941	0	35ZC
104932841	25	7	R1941	0	35ZC

Effective Date January 1, 1989 – Agreement Date March 13, 1990 (yellow)

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104888885	1	8	V1328	0	88MJ02217
104904648	2	8	V1328	0	88MJ08483
104904659	3	8	V1328	0	88MJ08483
104904660	4	8	V1328	0	88MJ08483
104904671	5	8	V1328	0	88MJ08483
104904682	6	8	V1328	0	88MJ08483
104904693	7	8	V1328	0	88MJ08483
104904705	1	9	V1328	0	88MJ08483
104889280	2	9	V1328	0	84MJ15239
104904716	3	9	V1328	0	88MJ08483
104904727	4	9	V1328	0	88MJ08483
104904738	5	9	V1328	0	88MJ08483
104904749	6	9	V1328	0	88MJ08483
104904750	7	9	V1328	0	88MJ08483
104904761	8	9	V1328	0	88MJ08483
104904772	9	9	V1328	0	88MJ08483
104904783	10	9	V1328	0	88MJ08483
104904794	11	9	V1318	0	88MJ08483
104904806	12	9	V1328	0	88MJ08483
104904817	1	10	V1328	0	88MJ08483
104904828	2	10	V1328	0	88MJ08483
104904839	3	10	V1328	0	88MJ08483
104904840	4	10	V1328	0	88MJ08483
104904851	5	10	V1328	0	88MJ08483
104904862	6	10	V1328	0	88MJ08483
104904873	7	10	V1328	0	88MJ08483
104904884	8	10	V1328	0	88MJ08483
104904895	9	10	V1328	0	88MJ08483
104904907	1	11	V1328	0	88MJ08483
104904918	2	11	V1328	0	88MJ08483
104904929	3	11	V1328	0	88MJ08483
104904930	4	11	V1328	0	88MJ08483
104904941	5	11	V1328	0	88MJ08483
104904952	6	11	V1328	0	88MJ08483
104904963	7	11	V1328	0	88MJ08483
104904974	8	11	V1328	0	88MJ08483
104904985	9	11	V1328	0	88MJ08483
104904996	10	11	V1328	0	88MJ08483
104905009	11	11	V1328	0	88MJ08483
104905010	12	11	V1328	0	88MJ08483
104905021	13	11	V1328	0	88MJ08483
104905032	14	11	V1328	0	88MJ08483

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104905043	15	11	V1328	0	88MJ08483
104905054	16	11	V1328	0	88MJ08483
104905065	17	11	V1328	0	88MJ08483
104905076	18	11	V1328	0	88MJ08483
104905087	1	12	V1328	0	88MJ08483
104905098	2	12	V1328	0	88MJ08483
104905100	3	12	V1328	0	88MJ08483
104905111	4	12	V1328	0	88MJ08483
104889886	8	12	V1328	0	72MJ14082
104889314	9	12	V1328	0	72MJ10642
104889325	10	12	V1328	0	72MJ10642
104889336	11	12	V1328	0	72MJ10642
104889347	12	12	V1328	0	72MJ10642
104889358	13	12	V1328	0	72MJ10642
104889369	14	12	V1328	0	72MJ10642
104905122	15	12	V1328	0	88MJ08483
104905133	16	12	V1328	0	88MJ08483
104905144	17	12	V1328	0	88MJ08483
104889370	1	13	V1328	0	72MJ10643
104889381	2	13	V1328	0	72MJ10643
104889392	3	13	V1328	0	72MJ10643
104889404	4	13	V1328	0	72MJ10643
104889415	5	13	V1328	0	72MJ10643
104889426	6	13	V1328	0	72MJ10643

Effective Date January 1, 1995 – Agreement Date February 27, 1995 (blue)

Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104932504	1	1	R1941	1	28WY
104932515	2	1	R1941	3	28WY
104932526	3	1	R1941	4	28WY
104932571	4	1	R1941	5	193ZX
104932537	5	1	R1941	6	28WY
104932582	6	1	R1941	7	28WY
104932593	7	1	R1941	8	28WY
104932548	8	1	R1941	9	28WY
104932559	9	1	R1941	10	28WY
104932560	10	1	R1941	11	28WY
Lane in Block 1, Plan R 1941; George Street; Riverside Drive from the south eastern boundary of Lot 22, Block 2, Plan R1941; along the boundary of Block 1, Plan 1941; along the western boundary of Block 2 ,Plan R9141 to Wellesley Street; and from the southern boundary of Wellesley Street to Russell Hill Crescent					
103496979	1	2	R1941	0	25ZD
103496924	2	2	R1941	0	140TX
103496913	3	2	R1941	0	140TX
103496902	4	2	R1941	0	140TX
103496890	5	2	R1941	0	140TX
103496889	6	2	R1941	0	140TX
103496980	11	2	R1941	0	85ZZ
103496744	12	2	R1941	0	85ZZ
103496755	13	2	R1941	0	104XT
103496766	14	2	R1941	0	104XT
103496777	15	2	R1941	0	104XT
103496788	16	2	R1941	0	206AFS
103496799	17	2	R1941	0	206AFS
103496801	18	2	R1941	0	206AFS
103496812	19	2	R1941	0	206AFS
103496823	20	2	R1941	0	206AFS
103496834	21	2	R1941	0	165ZZ
103496968	22	2	R1941	0	165ZZ
Lane in Block 2, Plan R 1941					
103496957	1	3	R1941	0	79MJ17255
103496733	2	3	R1941	0	79MJ17255
103496722	3	3	R1941	0	79MJ17255
103496711	4	3	R1941	0	79MJ17255
103496700	5	3	R1941	0	78MJ09572

Surface Parcel #	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104933471	6	3	R1941	2	77MJ18575
103496687	7	3	R1941	0	77MJ18575
104933482	8	3	R1941	3	77MJ18575
103497004	10	3	R1941	0	35ZC
103496610	11	3	R1941	0	35ZC
103496621	12	3	R1941	0	35ZC
103496632	13	3	R1941	0	35ZC
103496643	14	3	R1941	0	35ZC
103496654	15	3	R1941	0	35ZC
103496665	16	3	R1941	0	47TX
103496946	17	3	R1941	0	47TX
104933460	18	3	101101914	1	78MJ09572
Lane in Block 3; Russell Hill Crescent					
103496935	1	4	R1941	0	93MJ06649
103496609	2	4	R1941	0	117AHW
103496597	3	4	R1941	0	93MJ06649
103496586	4	4	R1941	0	93MJ06649
103496575	5	4	R1941	0	93MJ06649
103496564	6	4	R1941	0	93MJ06649
103497015	7	4	R1941	0	93MJ06649
	1-40	21	S3865		
	1-30	22	S3865		
	1-25	23	S3865		
	1-19	24	S3865		
	1-40	25	S3865		
	1-40	26	S3865		
	1-40	27	S3865		
	1-40	28	S3865		
	1-27	37	S3865		
	1-26	38	S3865		
	1-26	39	S3865		
	1-26	40	S3865		
The roads and lanes from and including 12th Avenue SE to16th Avenue SE[1] from the north boundary of Princess Street E to the southern City boundary, which roads and lanes are shown on Plan S3865					

[1] 16th Ave S.E. is shown as 7th Avenue S.E. in Schedule B

Effective Date January 1, 2001 – Agreement Date December 13, 2001 (purple)

Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
135969924		NW29-16-26-2		1	79MJ00065
104491267		F	EX1556A	0	82MJ03586
104491234		M	CX345	0	95MJ10742
104334263		1	F1789	0	95MJ10739
111011443		A	101874607	1	95MJ10738 description 151
104374054		2	F1789	4	95MJ10741 description 4
104889448	1	25	V1328	0	68MJ04113
104889459	2	25	V1328	0	68MJ04113
104889460	3	25	V1328	0	68MJ04113
104889471	4	25	V1328	0	68MJ04113
105701486		X	65MJ07348	0	78MJ01642
104889640		26B	V1328	0	94MJ11221
104889684	11	27	V1328	0	00MJ09854
104889707	9	28	V1328	0	67MJ13906
104889695	8	28	V1328	0	67MJ13906
104889437		B	V1328	0	72MJ10643
112430876		C	EX1006	52	96MJ14041
102540743		SE29-16-26-2		0	95MJ10738

2014

Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104933448		A	R1941	11	72MJ101571
104516546		R	CX33	0	193ABA
104516524		R1	CX33	0	193ABA
102505564	1	12	CX33	0	78MJ01224
105092715	3	12	101113917	22	78MJ01224 description 22
104493607		13	CX126	0	89MJ03970A
104499164		14	CX126	0	89MJ03970A
104499153		15	CX126	0	89MJ03970A
104499175		16	CX126	0	89MJ03970A
103497352	1	D	G1209	0	89MJ03970
103497329	2	D	G1209	0	89MJ03970
103497330	3	D	G1209	0	89MJ03970
103497341	4	D	G1209	0	89MJ03970
102572644	1	18	CX126	0	78MJ00209
103497385	2	18	CX126	0	88MJ07524
103497374	3	18	CX126	0	88MJ04063
104179383	4	18	CX126	0	79MJ00327
Lane along the eastern boundary of Block 18 Plan CX126					
105029928		19	CX126	1	88MJ05635 description 1
105029939	20	19	101199955	2	88MJ02933 description 2
102505542	1	19	66MJ09836	0	88MJ05635A
102505531	10	19	66MJ09836	0	88MJ02934
105042956	1	21	EX1001	3	72MJ14083 description 3
102542745	2	21	EX1001	0	88MJ00682
102542756	3	21	EX1001	0	88MJ12581
105042978	4	21	EX1001	5	88MJ12581 description 5
104162240	5	21	EX1001	0	88MJ04653
102542778	6	21	EX1001	0	88MJ13160
102505485	7	21	EX1001	0	88MJ14111
105042967	8	21	101126090	4	88MJ00682 description 4
105042989	9	21	101126089	6	88MJ04653 description 6
105092445	6	1	CX33	24	75MJ16520 description 24
103505341	7	1	CX33	0	88MJ12577
105092557	10	1	CX33	4	88MJ12577 description 4
Evans Street					

Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
103505127	13	3	CX33	0	79MJ09726
103505116	14	3	CX33	0	78MJ03745
103505105	15	3	CX33	0	78MJ03745
102542598	4	4	CX33	0	85MJ12312
102542600	5	4	CX33	0	85MJ12312
102542611	6	4	CX33	0	85MJ12312
102542622	7	4	CX33	0	85MJ12312
102542633	8	4	CX33	0	85MJ12312
Lane between Block 4 Plan CX33 and Block 19 Plan CX126 and Lot 1 Block 19 Plan 66MJ09836; Hilton Road; Lansing Street from Wellesley Street to Bank Street					
104493573		5	CX33	0	88MJ04259
Elm Street					
103504991	1	6	CX33	0	98MJ07413
102505665	2	6	CX33	0	98MJ07413
102505654	3	6	CX33	0	89MJ12580
105092580	4	6	CX33	9	88MJ12580 description 9
104162284	5	6	CX33	0	88MJ08377
102505632	6	6	CX33	0	87MJ14955
102505621	7	6	CX33	0	87MJ14955
102505610	8	6	CX33	0	89MJ00866
102505676	9	6	CX33	0	89MJ00866
104162295	10	6	CX33	0	88MJ03695
102505586	11	6	CX33	0	88MJ03695
104162273	12	6	CX33	0	88MJ04651
102505597	13	6	CX33	0	88MJ07522
102505609	14	6	CX33	0	88MJ07522
103505026	1	7	CX33	0	92MJ14672
102505799	2	7	CX33	0	00MJ12611
102505788	3	7	CX33	0	88MJ07523
102505777	4	7	CX33	0	88MJ10216
104162318	5	7	CX33	0	88MJ07520
102505766	6	7	CX33	0	98MJ08551
102505755	7	7	CX33	0	98MJ08554
102505698	11	7	CX33	0	88MJ07166
102505700	12	7	CX33	0	88MJ05987
105092636	13	7	CX33	14	88MJ09954 description 14
104162307	14	7	CX33	0	88MJ09954

Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
102505722	15	7	CX33	0	88MJ02088
105092658	16	7	CX33	16	91MJ11552 description 16
102505744	17	7	CX33	0	91MJ11552
103505004	18	7	CX33	0	88MJ11243
105092625	19	7	CX33	13	101098559
105092647	20	7	CX33	15	88MJ02088 description 15
105092603	21	7	CX33	11	88MJ05366 description 11
103505037	1	8	CX33	0	90MJ10794
102505889	2	8	CX33	0	88MJ12578
102505890	3	8	CX33	0	88MJ01939
103504957	4	8	CX33	0	89MJ06668
103504968	5	8	CX33	0	89MJ16881
103505015	6	8	CX33	0	88MJ13442
102505834	7	8	CX33	0	00MJ11880
102505823	8	8	CX33	0	88MJ10215
102505812	9	8	CX33	0	84MJ15238
102505845	10	8	CX33	0	88MJ14622
102505856	12	8	CX33	0	91MJ09940
102505867	13	8	CX33	0	90MJ11968
105092669	14	8	CX33	17	90MJ11968 description 17
105092692	15	8	CX33	20	00MJ12360 description 20
103503136	16	8	CX33	0	90MJ13869
105092670	16	8	101188267	18	88MJ05988 description 18
105092681	17	8	101188267	19	88MJ05988 description 19
Lane along the eastern and southern boundaries of Lots 1 to 5, Block 8 Plan CX33					
103505093	1	9	CX33	0	89MJ03732
105092490	2	9	CX33	1	88MJ16592
103505059	3	9	CX33	0	88MJ10916
103505048	4	9	CX33	0	88MJ11871
103505060	1	10	CX33	0	88MJ05634
105092704	2	10	CX33	21	73MJ17676 description 21
103505352	3	10	CX33	0	73MJ17676
105092502	4	10	101188289	1	88MJ05634 description 1
Evans Street; Johnson Street					
104516568		A	85MJ02837	0	95MJ02067
104933516	2	17	101188537	6	229AFX description 6

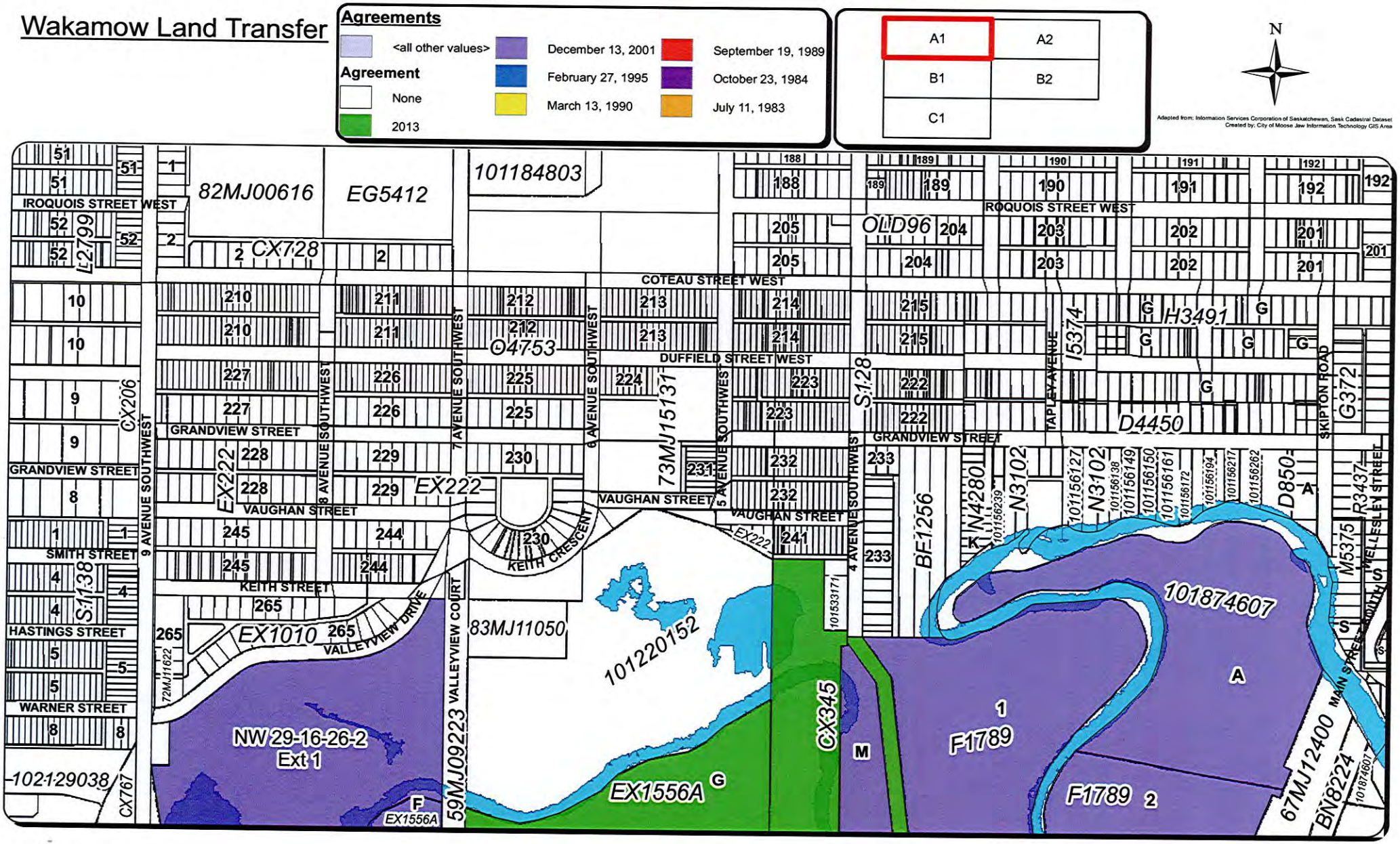
Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104933527	3	17	101188537	7	229AFX description 7
104933538	4	17	101188537	8	229AFX description 8
104491290		A	BA3400	0	95MJ10740
4th Avenue South West along the eastern boundary of Parcel M, Plan CX345					
105042855		L	CX345	3	95MJ05503 description 3
105700542		G	EX1556A	55	96MJ12912 description 55
104889684	11	27	V1328	0	00MJ09854
104889303	6	12	V1328	0	80MJ07086
104933325	1	20	R1941	0	222XT
104933336	2	20	R1941	0	222XT
104933347	3	20	R1941	0	222XT
104933358	4	20	R1941	0	222XT
104933369	5	20	R1941	0	222XT
104933370	6	20	R1941	0	222XT
104933381	7	20	R1941	0	222XT
104933392	8	20	R1941	0	222XT
104933404	9	20	R1941	0	222XT
104933415	10	20	R1941	0	222XT
104933426	11	20	R1941	0	222XT
104933437	12	20	R1941	0	222XT
104932852	1	8	R1941	0	35ZC
104932863	2	8	R1941	0	35ZC
104932874	3	8	R1941	0	35ZC
104932885	4	8	R1941	0	35ZC
104932896	5	8	R1941	0	35ZC
104932908	6	8	R1941	0	35ZC
104932919	7	8	R1941	0	93MJ06649
104932920	8	8	R1941	0	93MJ06649
104932931	9	8	R1941	0	93MJ06649
104932942	10	8	R1941	0	93MJ06649
104932953	11	8	R1941	0	93MJ06649
104932964	12	8	R1941	0	93MJ06649
104932975	13	8	R1941	0	93MJ06649
104932986	14	8	R1941	0	93MJ06649
104932997	15	8	R1941	0	93MJ06649
104933000	16	8	R1941	0	93MJ06649
104933011	17	8	R1941	0	93MJ06649

Surface Parcel	Lot	Block/ Parcel	Plan	Extension	as described on Certificate of Title
104933022	18	8	R1941	0	93MJ06649
104933033	19	8	R1941	0	93MJ06649
104933044	20	8	R1941	0	93MJ06649
104933055	21	8	R1941	0	93MJ06649
104933066	22	8	R1941	0	93MJ06649
104933077	23	8	R1941	0	93MJ06649
104933088	24	8	R1941	0	93MJ06649
104933099	25	8	R1941	0	93MJ06649
104933101	26	8	R1941	0	222XT
104933112	27	8	R1941	0	222XT
104933123	28	8	R1941	0	222XT
104933134	29	8	R1941	0	222XT
104933145	30	8	R1941	0	222XT
104933156	31	8	R1941	0	222XT
104933167	32	8	R1941	0	222XT
104933178	33	8	R1941	0	222XT
104933189	34	8	R1941	0	222XT
104933190	35	8	R1941	0	222XT
104933202	36	8	R1941	0	222XT
104933213	37	8	R1941	0	222XT
104933224	38	8	R1941	0	222XT
104933235	39	8	R1941	0	222XT
104933246	40	8	R1941	0	222XT
104933257	41	8	R1941	0	222XT
104933268	1	9	R1941	0	222XT
104933279	2	9	R1941	0	222XT
104933280	3	9	R1941	0	222XT
104933291	4	9	R1941	0	222XT
104933303	5	9	R1941	0	222XT
104933314	6	9	R1941	0	222XT
Riverside Drive from the point where it intersects with Russell Hill Crescent to where it intersects with Empress Crescent; Empress Crescent; Ethelma Crescent; Lane along Lots 27 to 32, Block 8, Plan 1941					
105702881		A	101160717	138	72MJ01924 description 138

Schedule C

Wakamow Land Transfer

Wakamow Land Transfer



Wakamow Land Transfer

Agreements

- <all other values>
- December 13, 2001
- September 19, 1989
- February 27, 1995
- October 23, 1984
- March 13, 1990
- July 11, 1983

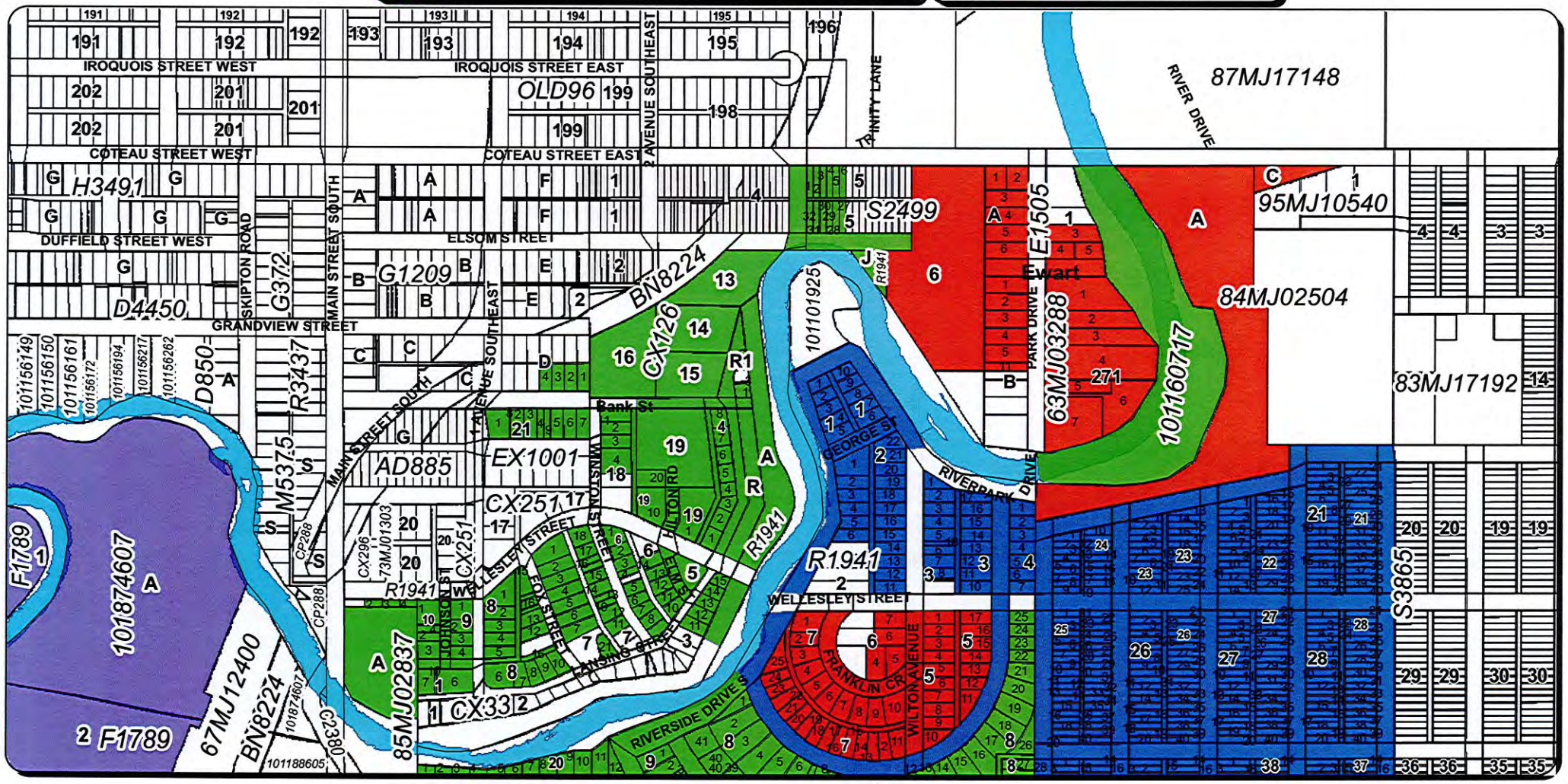
Agreement

- None
- 2013

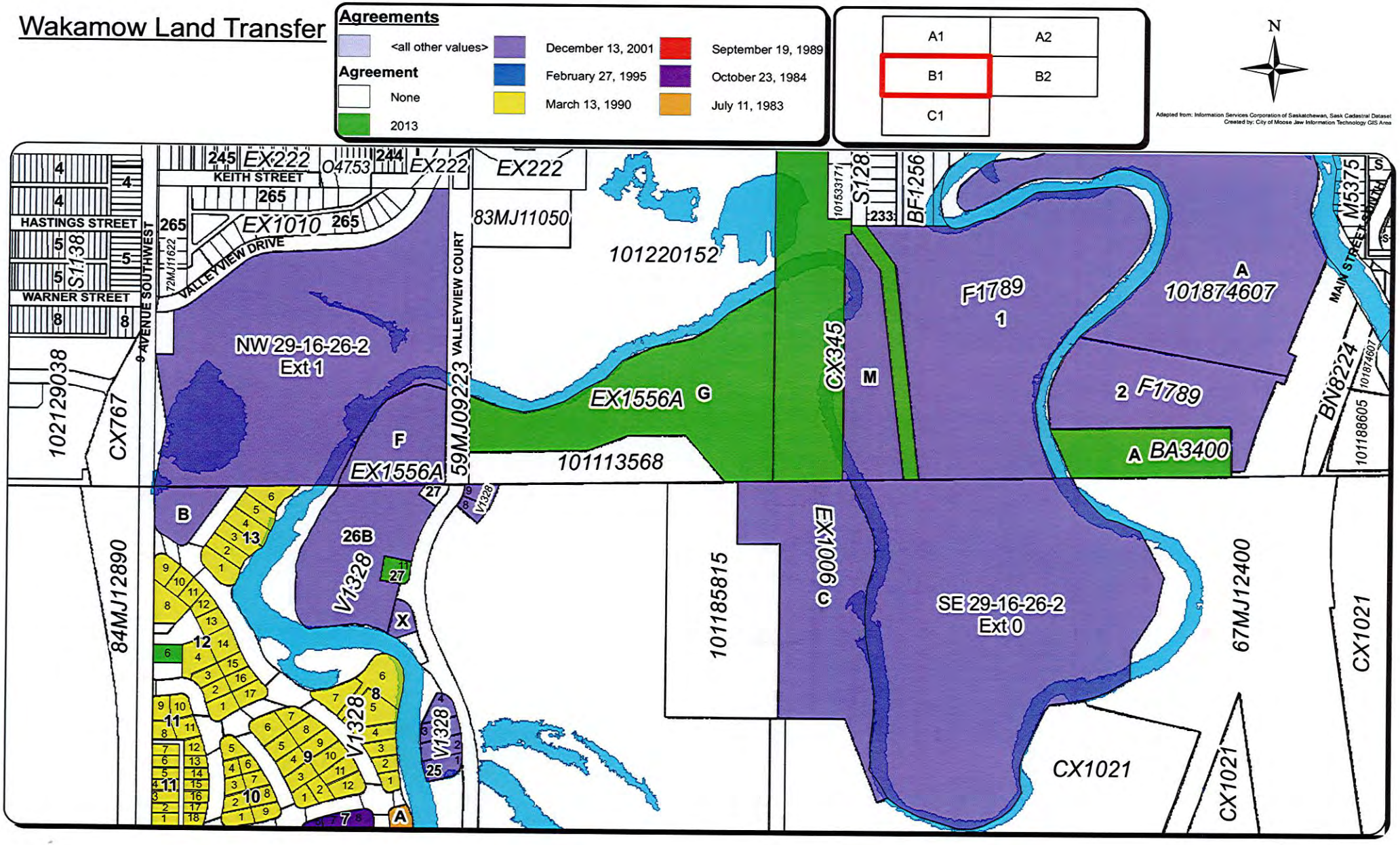
A1	A2
B1	B2
C1	

N

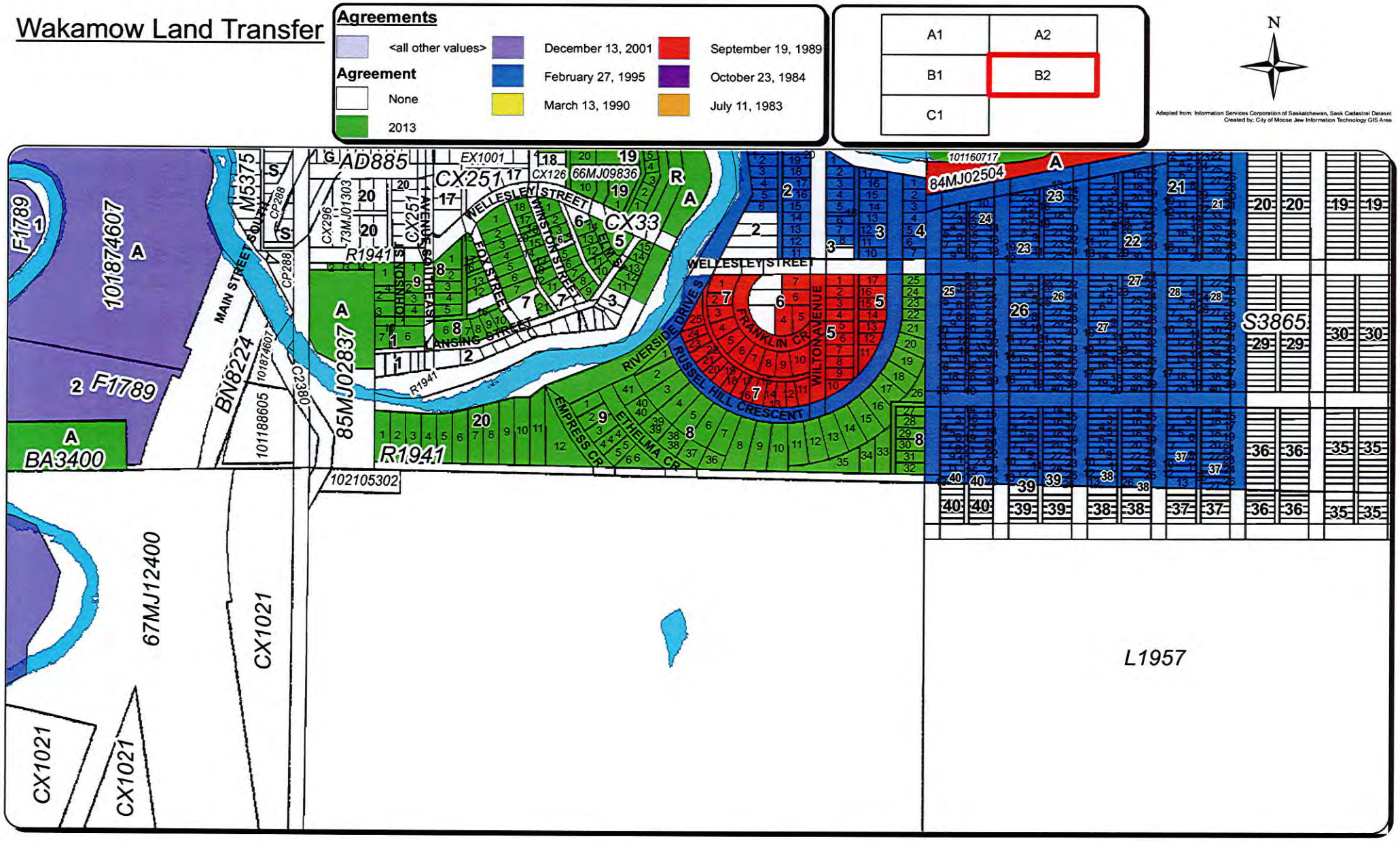
Adapted from: Information Services Corporation of Saskatchewan, Sask Cadastral Dataset
Created by: City of Moose Jaw Information Technology GIS Area



Wakamow Land Transfer



Wakamow Land Transfer



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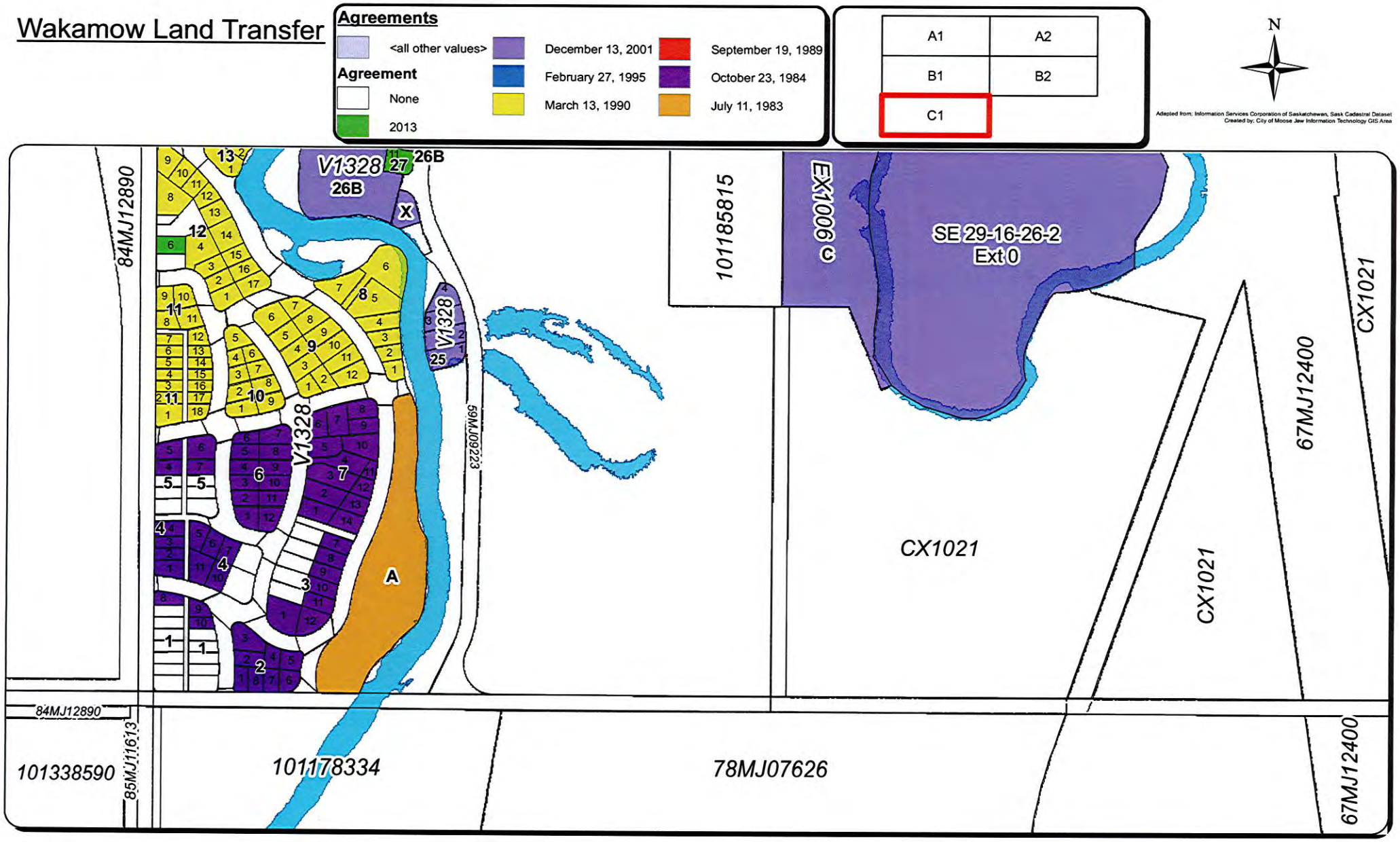

The Wakamow Valley Authority Act

being

Chapter W-1.1 of *The Statutes of Saskatchewan, 1980-81* (consult Tables of Statutes of Saskatchewan for effective date) as amended by the *Statutes of Saskatchewan*, 1980-81, c.83; 1983, c.11, 29 and 33; 1983-84, c.6 and 63; 1984-85-86, c.16 and 20; 1988-89, c.23 and 42; 1989-90, c.64; 1990-91, c.P-15.01 and 8; 1991, c.13; 1992, c.A-24.1 and 12; 1993, c.20 and 42; 1997, c.53; 2000, c.L-5.1; 2002, c.C-11.1 and S-35.02; 2004, c.10; 2005, c.L-11.2, M-36.1 and S-35.03; and 2007, c.6.

NOTE:

This consolidation is not official and is subject to House amendments and Law Clerk and Parliamentary Counsel changes to Separate Chapters that may be incorporated up until the publication of the annual bound volume. Amendments have been incorporated for convenience of reference and the official Statutes and Regulations should be consulted for all purposes of interpretation and application of the law. In order to preserve the integrity of the official Statutes and Regulations, errors that may have appeared are reproduced in this consolidation.

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60 Repealed

61 Time at which payments to authority are required

61.1 Repealed

62 Interest payable by participating party

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MISCELLANEOUS

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SCHEDULE A

SCHEDULE B

SCHEDULE C

CHAPTER W-1.1

An Act respecting the Establishment of the Wakamow Valley Authority

SHORT TITLE

Short title

1 This Act may be cited as *The Wakamow Valley Authority Act*.

INTERPRETATION

Interpretation

2 In this Act:

(a) **"advisory area"** means the lands described in Schedule B;

(b) **"appeal board"** means the Wakamow Valley Appeal Board established by section 28;

(c) **"authority"** means the Wakamow Valley Authority constituted by section 4;

(d) **"authority land"** means land within Wakamow Valley owned by the authority;

(e) **"boat"** includes any vessel used or designed to be used in navigation;

(f) **"bylaw"** means a bylaw of the authority;

(g) **"city"** means the City of Moose Jaw;

(h) **"city land"** means land within Wakamow Valley:

(i) that is owned by the city; or

(ii) that the city occupies or has the right to occupy pursuant to a lease with the owner of the land for a term in excess of 100 years;

(i) **"development plan"** means the conceptual plan respecting Wakamow Valley on file in the office of the authority and designated by the authority as the development plan;

(j) **"farmer"** means a person whose principal occupation is farming;

(k) **"farming"** includes livestock raising, poultry raising, bee keeping, fur farming, tillage of the soil, nursery gardening or any other activity undertaken to produce agricultural products;

(l) **"fiscal year"** means the period commencing on April 1 in one year and ending on March 31 in the following year;

(m) **"government"** or **"Government of Saskatchewan"** means the Crown in right of Saskatchewan, every corporation and agency thereof and the Lieutenant Governor in Council;

(n) **"Government of Canada"** means the Crown in right of Canada, every corporation and agency thereof and the Governor General in Council;

(o) **"government land"** means land within Wakamow Valley owned by the government but does not include the Wild Animal Park;

(p) **"improvement"** means a building, structure or service facility constructed, or landscape construction, within Wakamow Valley, or any alteration thereof or addition thereto, but does not include the ordinary care, maintenance or repair of a building, structure or service facility or of landscape construction;

(q) **Repealed.** 2000, c.L-5.1, s.550.

(r) **"landscape construction"** means:

(i) the clearing, breaking, grading, fertilizing or cultivating of any area;

(ii) the construction of an outdoor ground surface for games or athletics;

(iii) the establishment on any outdoor ground surface of trees, shrubs, flowers, grass or other forms of vegetative growth;

(iv) the placement on any outdoor ground surface of outdoor furniture, including seating of a type suitable for a garden or park but not for an audience or assembly of spectators; or

(v) the placement of any functional or aesthetic features contributing to the general landscape design of the area;

and includes:

(vi) the provision of any machines, equipment and tools that, in the opinion of the authority, are necessary; and

(vii) for the purposes of sections 16 to 27, the breaking and use of any area for the operation of a gravel pit;

(s) **"landscape maintenance"** means the sustaining of landscape construction and includes the provision of any machines, equipment and tools that, in the opinion of the authority, are necessary;

(t) **"management area"** means the lands described in Schedule A;

(u) **"member"** means a member of the authority appointed pursuant to section 5;

(v) **"participating party"** means the government, the city or a rural municipality;

(w) **"person"** does not include a participating party or the authority;

(x) **"private land"** means land within Wakamow Valley owned by a person;

(y) **"property"** means real or personal property or any interest therein;

(z) **"public land"** means land within Wakamow Valley owned by one or more participating parties and includes the verge;

(aa) **"rural municipal land"** means land within Wakamow Valley owned by a rural municipality;

(bb) **"rural municipality"** means the Rural Municipality of Baildon No. 131 or the Rural Municipality of Moose Jaw No. 161, as the case may be;

(cc) **"service facility"** means anything by means of which water, light, power or gas is supplied, any sewer or sewage system or any other facility that, in the opinion of the authority, is necessary for the purpose of Wakamow Valley, and includes a road, curb, bridge, sidewalk or parking lot, outdoor seating of a type suitable for an audience or assembly of spectators and a building that is:

(i) a headquarters building for the authority;

(ii) a public bathroom, toilet, shower, changing room, restroom, shelter, tool or equipment locker, pumphouse or machine-house;

(iii) in the opinion of the authority, incidental to a park or used in connection with the operation of a park; or

(iv) used for any combination of the purposes mentioned in sub-clauses (i) to (iii);

(dd) **"service maintenance"** means the maintenance of any service facility and includes snow removal, garbage disposal and the provision of any machines, equipment and tools that, in the opinion of the authority, are necessary;

(ee) **"special resolution"** means a resolution of the authority passed with the approval of at least five members, other than members designated under subsection 5(11), and of whom at least:

(i) one member is appointed under clause 5(1)(a); and

(ii) two members are appointed under clause 5(1)(b);

(ff) **"verge"** includes all lands lying between the boundary of Wakamow Valley where it abuts upon a street, road or lane and the nearest part of the street, road or lane that is intended for the use of vehicles;

(gg) **"Wakamow Valley"** means the area described in Schedules A and B, subject to any alterations made pursuant to section 14, and, for the purposes of section 13, includes the verge.

1980-81, c.W-1.1, s.2; 1980-81, c.83, s.59; 1984-85-86, c.20, s.3.

APPLICATION OF ACT

Application of Act

3(1) Subject to subsection (2), this Act does not apply:

(a) to any public land that, at the time of the coming into force of this section, is occupied or used by the Government of Canada or of Saskatchewan or by any other person pursuant to any lease, licence or permit to do so granted by any person or participating party having the right to grant such occupation or use;

(b) to any public land mentioned in clause (a) that is occupied or used as described in that clause pursuant to a renewal of a lease, licence or permit to do so approved by the authority.

(2) Without limiting the generality of section 64, where the Government of Canada or of Saskatchewan or any other person who is occupying or using public land mentioned in subsection (1) enters into an agreement with the participating party that owns the land and the authority to provide for the application of this Act or any provision of this Act to that land, this Act applies in respect of that land in accordance with the agreement.

(3) Subject to subsection (2), nothing in this Act or the bylaws is to be construed so as to infringe, restrict or enlarge upon the rights and obligations of a participating party or person under any lease, licence or permit mentioned in subsection (1).

(4) Subject to subsection (1), for the purposes of this Act every public reserve in Wakamow Valley is deemed to be authority land.

(5) Any Act, regulation, bylaw or other law applicable in respect of Wakamow Valley, whether enacted, made or passed before or after the coming into force of this section, continues to apply in respect of Wakamow Valley, except to the extent that it is superseded by or is in conflict with this Act or any bylaw made under this Act.

1980-81, c.W-1.1, s.3; 1980-81, c.83, s.59.

WAKAMOW VALLEY AUTHORITY

Authority constituted

4(1) There is hereby constituted a body corporate to be known as the Wakamow Valley Authority.

(2) The authority has perpetual succession and a common seal of any design that the authority may determine.

1980-81, c.W-1.1, s.4.

Membership of authority

5(1) The authority shall consist of:

(a) three members appointed by the Lieutenant Governor in Council;

(b) four members appointed pursuant to a resolution of the city; and

(c) two other members, one each of which is appointed pursuant to a resolution of each rural municipality.

(2) A member may be appointed or reappointed for any term expressed in his appointment or reappointment but, in the absence of an expressed term, the appointment or reappointment, unless sooner terminated by the death or written resignation of the member or by any other cause, as determined by a judge or a court of competent jurisdiction, continues until terminated by the participating party that made the appointment or reappointment.

(3) Notwithstanding subsection (2), an appointment may be terminated at any time by the participating party that made the appointment or by the written and signed resignation of the member appointed, and, where a member resigns, his resignation takes effect on the day it is received by the chairman or secretary of the authority, unless a later time is specified for the purpose in the written resignation, in which case the resignation takes effect at the time so specified.

(4) Where a vacancy occurs in a participating party's representation on the authority, the participating party may appoint another person to fill the vacancy.

(5) A vacancy in the membership of the authority does not impair the power of the authority to act.

(6) The members shall name a chairman and a vice-chairman from among their number, and shall appoint a secretary and a treasurer who may, but need not, be members.

(7) Where the chairman is absent or unable to act or where the office of chairman is vacant, the vice-chairman has and may exercise all the powers and functions of the chairman.

(8) The authority shall pay to the members, other than the members designated under subsection (11), any remuneration that may be determined by the authority.

(9) Notwithstanding *The Legislative Assembly and Executive Council Act, 2007*, where a member of the Legislative Assembly is appointed as a member of the authority, he is not, by reason only of the appointment or of any payment made to him under subsection (8), required to vacate his seat and is not disqualified from sitting or voting in the Legislative Assembly.

(10) Notwithstanding *The Cities Act* or *The Municipalities Act*, if a member of the council of any municipality is appointed as a member of the authority, that person is not, by reason of the appointment or of any payment made to him or her pursuant to subsection (8), disqualified from being a member of or voting in the council of the municipality.

(11) When appointing members to the authority, the government and the city shall each designate one member appointed by it pursuant to subsection (1) as a member who is not entitled to vote on any question or matter before the authority.

(12) No officer or employee of the city is eligible to be appointed as a member of the authority, unless he is also designated under subsection (11).

1980-81, c.W-1.1, s.5; 1984-85-86, c.20, s.4; 2002, c.C-11.1, s.419; 2005, c.L-11.2, s.97; 2005, c.M-36.1, s.480; 2007, c.6, s.2.

Disclosure of land holdings

6(1) In this section:

(a) **"controlling interest"**, with respect to a corporation, means:

(i) beneficial ownership, whether direct or indirect, of; or

(ii) the exercise of control or direction over;

shares of the corporation that carry more than 25% of the voting rights attached to all of the issued shares of the corporation;

(b) **"director or other officer"**, with respect to a corporation, is deemed not to include a director or other officer of a co-operative association;

(c) **"land"** includes:

(i) lands, tenements and hereditaments and any estate or interest therein, or right or easement affecting the same;

(ii) buildings, or parts of buildings, structures or fixtures, erected or placed upon, in, over or under or affixed to land, but does not include machinery permanently affixed to buildings or imbedded in foundations, or such foundations; and

(iii) structures and fixtures erected or placed upon, in, over or under or affixed to any highway, lane or public place or water, but does not include the rolling stock of a railway;

(d) **"own"**, in relation to land, includes:

(i) owning in a representative capacity, such as executor, administrator or trustee;

(ii) holding an option to purchase; and

(iii) purchasing by way of agreement for sale.

(2) Every member or officer of the authority and every member of a committee appointed under section 15 shall, before entering upon the duties of his office or within 30 days after the coming into force of this section, whichever is later, furnish the authority with a declaration in the form prescribed in Schedule C setting out the lands within Wakamow Valley owned by him, his spouse or any corporation of which he or his spouse is a director or other officer or in which he or his spouse has a controlling interest.

(3) Every person required to make a declaration pursuant to subsection (2) shall, within 30 days after any disposition or acquisition of lands described in that subsection, notify the authority of the disposition or acquisition.

(4) The authority shall maintain a register containing:

(a) the information furnished to it pursuant to subsections (2) and (3); and

(b) the name of the person to whom the information relates.

(5) Every person who contravenes subsection (2) or (3) is guilty of an offence and liable on summary conviction to a fine of not more than $50 and to a further fine of not more than $25 for each day or part of a day during which the offence continues.

(6) Where a member is convicted of an offence against subsection (2) or (3), his appointment as a member is terminated, notwithstanding subsection 5(3), and he is not eligible to be appointed as a member for a period of three years after the date of his conviction.

(7) The register maintained by the authority in accordance with this section may be inspected by any person during the regular business hours of the authority.

1980-81, c.W-1.1, s.6.

Quorum

7(1) Subject to any provision of this Act that requires a special resolution, the authority may determine the number of its members that constitutes a quorum.

(2) Until the authority makes a determination pursuant to subsection (1), five members constitute a quorum.

1980-81, c.W-1.1, s.7.

Head office

8 The head office of the authority shall be at the city or at any other place within Wakamow Valley that the authority may determine.

1980-81, c.W-1.1, s.8.

Meetings

9 The members shall meet at least four times in each year and at any other times that they may consider necessary.

1980-81, c.W-1.1, s.9.

Employees of authority

10(1) The authority may employ any officers or other employees or any consultants or advisors that it considers necessary for the purposes of this Act, and may fix their remuneration and the terms and conditions of their employment.

(2) Subject to subsection (3), the city may arrange for the participation by officers and employees employed pursuant to subsection (1) in the City of Moose Jaw Superannuation Plan.

(3) Any person employed under subsection (1) who, immediately prior to being so employed, is participating in a superannuation plan or scheme as a result of employment with a participating party may, within one month from the day on which he is employed under subsection (1), by notice in writing to the authority and to the governing authority of that superannuation plan or scheme, elect to continue to participate in that superannuation plan or scheme, if arrangements for his continued participation are made by the participating party and the governing authority of the superannuation plan or scheme.

(4) Where a person makes an election under subsection (3):

(a) the election is irrevocable; and

(b) he shall continue to participate in the superannuation plan or scheme that he was participating in as a result of his former employment.

(5) The authority may, by agreement, make any arrangements with the governing authority of any superannuation plan or scheme that may be necessary to provide for a superannuation plan or scheme for any officers and employees of the authority.

1980-81, c.W-1.1, s. 10.

Powers of authority

11 In addition to any other power conferred upon it by this Act, the authority may:

(a) subject to subsection 12(4), amend or elaborate the development plan after consultation with the architect planner appointed pursuant to section 70;

(b) co-ordinate or control the use, development, conservation, maintenance and improvement of public land in accordance with the development plan;

(c) acquire property by gift or purchase or in any other manner;

(d) hold or administer property or acquire, by lease, licence or otherwise, the right to occupy and use property;

(e) subject to section 48, sell, grant, convey, lease or otherwise dispose of its property;

(f) construct, maintain or operate any park, improvement or service facility;

(g) subject to any other provision of this Act relating to landscape maintenance, service maintenance, landscape construction and service facilities:

(i) maintain, develop, improve or build on any authority land;

(ii) with the consent of a participating party, or of its agent or representative, maintain, develop, improve or build on any public land owned by that participating party;

(iii) upon the request and at the expense of the owner or occupant of any private land, maintain, develop, improve or build on any private land of the owner or occupant making the request;

(h) upon the request and at the expense of a participating party, maintain, develop or improve property owned by the participating party and situated outside Wakamow Valley;

(i) on authority land, establish, maintain and operate, or grant concessions or permission for the operation of, places of entertainment, amusement, recreation or refreshment or other places of public interest or accommodation, and may operate, or grant permission for the operation of, a public information service respecting the activities and services of the authority;

(j) invest for its benefit all or any sums of money belonging to it and not presently required for expenditure in any security or class of securities authorized for the investment of moneys in the general revenue fund pursuant to *The Financial Administration Act, 1993*;

(k) dispose of any securities in which moneys have been invested under clause (j) in any manner and on any terms that it may consider expedient;

(l) acquire, take and hold, according to law, any property that is bona fide mortgaged, hypothecated or pledged to it by way of security or conveyed to it in satisfaction of debts previously contracted;

(m) enter into any contract or agreement that it considers expedient or desirable in the exercise of any of its powers or the discharge of any of its duties under this Act;

(n) generally do and authorize the doing of any things that are incidental or conducive to the attainment of its objects and purposes and the exercise of its powers under this Act.

1980-81, c.W-1.1, s.11; 1983, c.29, s.55; 1988-89, c.42, s.109; 2004, c.10, s.17 and 18.

Exercise of powers by resolution

12(1) The authority shall exercise its powers by resolution.

(2) A resolution of the authority may be passed at a meeting of the members or in any other manner prescribed in the bylaws.

(3) Subject to subsection (4), a resolution requires the approval of at least four members.

(4) The development plan may only be amended or elaborated by a special resolution.

1980-81, c.W-1.1, s.12.

Bylaws

13(1) Without limiting the generality of any of the powers conferred upon it by section 11, the authority may, for the purpose of carrying out the provisions of this Act according to their intent, make bylaws in respect of Wakamow Valley:

(a) subject to subsection (2), regulating the use of public land and prohibiting, regulating or controlling the construction or alteration of any improvement on any public land in the management area;

(b) notwithstanding *The Cities Act* or *The Municipalities Act*, controlling traffic in the management area, including the regulation of speed and parking of vehicles;

(c) without limiting the generality of clause (j), prohibiting or regulating the use, for recreational purposes, of the waters of the Moose Jaw River flowing within Wakamow Valley or of any lake, stream, pond or other body of water in Wakamow Valley;

(d) authorizing police, special constables or peace officers, or any designated officer:

(i) to remove or cause the removal of any vehicle or boat that is placed, left or kept in Wakamow Valley in contravention of this Act or a bylaw;

(ii) to impound or store any vehicle or boat described in subclause (i); and

(iii) to release any vehicle or boat that has been impounded to the owner upon payment of the cost of removal and impounding or storage within a period of 30 days after the day of the removal of the vehicle or boat or within any extended period of time that may be specified in the bylaw;

and providing for the recovery of the cost of removal and impounding or storage cost, if not paid within the period of time allowed, from the owner of the vehicle or boat by action in a court of competent jurisdiction or by sale of the vehicle or boat at public auction or by private sale;

(e) applicable to public land, for the protection of animal, bird, aquatic and plant life;

(f) subject to *The Fire Prevention Act, 1980*, for fire prevention and extinguishment of fires;

(g) respecting the provision of any service facility;

(h) subject to subsections (2) and (3), applicable to the management area:

(i) regulating, restricting or prohibiting a trade, commercial or industrial enterprise, amusement, occupation or other activity or undertaking;

(ii) determining the place where any activity or undertaking mentioned in subclause (i) may or may not be carried on;

(iii) providing for the licensing of a person carrying on any activity or undertaking mentioned in subclause (i) and prescribing licence fees;

(i) prescribing fees for the entrance to or use of authority land or of facilities operated or owned by the authority;

(j) regulating, restricting or prohibiting sports, games, picnicking, camping or other recreational activities on public land;

(k) for the preservation of the public health and the prevention of the spread of disease;

(l) prohibiting the making of excessive noise on public land;

(m) subject to subsection (4), prohibiting the keeping, or controlling the use or manner of the keeping, of horses, dogs and other animals;

(n) subject to any Act of the Parliament of Canada or of the Legislature, for dealing with, controlling the use of, or preventing the pollution or contamination of or other injury to the waters and banks of any well, lake, stream, river, pond or other body of water;

(o) for the protection, care and preservation of property of the authority;

(p) for the prevention of nuisances and compelling the abatement of nuisances;

(q) for the internal government of the affairs of the authority, including its proceedings and the calling and conduct of its meetings.

(2) No bylaw made under clause (1)(a) or subclause (1)(h)(i) or (ii) applies with respect to any matter or thing done solely within the interior of a building.

(3) No bylaw made under clause (1)(h) prohibits any person or participating party from carrying on any activity or undertaking that was carried on prior to the coming into force of this section and that has been carried on continuously from that time.

(4) No bylaw made under clause (1)(m) applies in respect of rural municipal land, private land or land used for any agricultural exhibition or zoo.

(5) Every bylaw made under subsection (1), other than a bylaw made under clause (1)(g) or (q), is to be published in the Gazette and in a newspaper having circulation in the city and has force and effect on and after the date specified for the purpose in the bylaw or, if no date is so specified, on and after the day on which the bylaw is published in the Gazette.

(6) Every bylaw made under clause (1)(g) or (q) has force and effect on and after the date specified for the purpose in the bylaw or, if no date is so specified, on and after the day on which the bylaw is made.

(7) Notwithstanding that parts of the management area are government land:

(a) every bylaw passed by the council of the city respecting traffic applies throughout the portion of the management area situated within the city;

(b) every bylaw passed by the council of the rural municipality respecting traffic applies throughout the portion of the management area situated within the rural municipality.

(8) All bylaws made by the authority may be enforced in the same manner that bylaws of the city may be enforced pursuant to *The Cities Act*, and for that purpose subsection 8(2) and sections 82, 335 and 345 of *The Cities Act* apply, with any necessary modification.

1980-81, c.W-1.1, s.13; 1980-81, c.83, s.59;
1984-85-86, c.16, s.42; 2002, c.C-11.1, s.419;
2005, c.M-36.1, s.480.

Alteration of area of Wakamow Valley

14(1) Subject to subsections (2) and (3), the authority may, by special resolution, alter the area of Wakamow Valley by adding to or excluding from the area any parcel of land.

(2) The authority may, by special resolution, alter the area of Wakamow Valley by adding to the area any parcel of private land within the geographical area of a participating party, other than the government, with the approval of the participating party.

(3) The authority may, by special resolution, alter the area of Wakamow Valley by adding to or excluding from the area any parcel of land outside the geographical area of the participating parties, other than the government, with the approval of each of the participating parties and the municipality in which the land is situated.

(4) The authority may, by special resolution:

(a) alter the area of the management area by adding to the area any parcel of land in the advisory area;

(b) alter the area of the advisory area by adding to the area any parcel of land in the management area;

with the approval of the participating party in whose geographical area the parcel of land is situated.

(5) Where any parcel of private land is added to or excluded from Wakamow Valley or the management area, the authority shall, within 10 days after the date of the special resolution effecting the addition or exclusion, advise the owner of the parcel of private land in writing of the addition or exclusion.

1980-81, c.W-1.1, s.14; 1980-81, c.83, s.59.

Withdrawal

14.1(1) A rural municipality may, in accordance with subsection (2), withdraw as a participating party of the authority effective December 31 in any year.

(2) A rural municipality that wishes to withdraw as a participating party of the authority shall give written notice of its withdrawal to the chairman of the authority and every other participating party at least two years prior to December 31 of the year in which it will withdraw.

(3) On and from the date that a rural municipality withdraws as a participating party:

(a) that rural municipality has no power to appoint a member of the authority; and

(b) the member of the authority appointed by that rural municipality who was serving at the time of the withdrawal ceases to be a member; and

(c) any area of land within that rural municipality which is included in Wakamow Valley ceases to be part of Wakamow Valley unless that rural municipality agrees that the land should remain as part of Wakamow Valley.

1984-85-86, c.20, s.5.

COMMITTEES

Advisory committees

15 The authority may appoint, upon any terms and conditions that it considers advisable, any committees that it considers advisable consisting of persons who may, but need not, be members.

1980-81, c.W-1.1, s.15.

16 to 24 To be proclaimed.

Improvements made by authority

25 The authority shall not make an improvement on public land unless it considers the proposed improvement to be consistent or in accordance with the development plan.

1980-81, c.W-1.1, s.25.

26 to 34 To be proclaimed.

Landscape construction to accord with development plan

35 The authority shall not perform any landscape construction that is not consistent or in accordance with the development plan.

1980-81, c.W-1.1, s.35.

36 To be proclaimed.

SERVICE FACILITIES AND SERVICE MAINTENANCE

Service facility of participating party

37 A participating party shall, at its own expense, construct any service facility that it requires, but that construction or its expense, or both, may, in the discretion of the authority, be assumed wholly or partly by the authority in any case where the authority considers that it will derive all or a substantial part of the benefit to be derived from the service facility.

1980-81, c.W-1.1, s.37.

Service facility of authority

38 The authority shall, at its own expense, construct any service facility that it requires.

1980-81, c.W-1.1, s.38.

Authority determines service maintenance

39 The authority shall determine the service maintenance to be performed on land other than private land within Wakamow Valley and shall perform or cause to be performed all service maintenance so determined.

1980-81, c.W-1.1, s.39.

Service maintenance

40(1) Each participating party shall pay for service maintenance of a service facility which it requires.

(2) The authority shall pay for service maintenance of a service facility which it requires.

(3) Service maintenance of a service facility which is required by a participating party may be performed by the authority at the expense of the participating party, but that expense may, in the discretion of the authority, be assumed wholly or partly by the authority in any case where the authority considers that it will derive all or a substantial part of the benefit to be derived from the service facility.

1980-81, c.W-1.1, s.40.

Existing service facility

41 Each participating party shall maintain, at its own expense, any service facility existing at the time of the coming into force of this section and for which it was responsible on the day before the day on which this section comes into force.

1980-81, c.W-1.1, s.41; 1980-81, s.83, s.59.

COST OF SERVICE MAINTENANCE

Determination of cost

42 Notwithstanding any other provision of this Act:

(a) the amount of the expense of service maintenance is deemed to be, in every case in which the authority passes a special resolution for the purposes of this clause, the sum fixed by the resolution, notwithstanding that the amount of the expense might be determined in another manner;

(b) where no special resolution applicable to a fiscal year has been passed pursuant to clause (a), the rates for the various types of service maintenance may be established by agreement between the authority and each participating party;

(c) where, in any case, the amount of the expense of service maintenance to be charged to a participating party has not been established by a special resolution pursuant to clause (a) or by agreement with the participating party pursuant to clause (b), the authority may by resolution provide that the amount of the expense be determined by a single arbitrator and, where such a resolution is passed, it is deemed, with respect to the matter to be determined, to be an arbitration agreement within the meaning of *The Arbitration Act, 1992* and the authority and the participating party are bound by the award of the arbitrator unless, prior to the handing down of the award, there has been a special resolution passed pursuant to clause (a) or an agreement made pursuant to clause (b) with respect to the matter of the arbitration agreement.

1980-81, c.W-1.1, s.42; 1992, c.A-24.1, s.61.

VERGE

Construction, etc., on verge

43(1) No person or participating party shall, except with the prior approval of the authority, build, erect, place, alter or renovate a structure, hoarding, poster, sign, seating, fencing or construction of any kind whatsoever within the verge, other than a traffic or bus-stop sign, or a structure erected or placed for the shelter of persons intending to use any public transportation system, that is of a style and size acceptable to the authority.

(2) No person or participating party shall, without the prior approval of the authority, carry out any landscape construction or alter or interfere with landscaping or vegetative growth within the verge.

1980-81, c.W-1.1, s.43.

CLOSING OF PUBLIC HIGHWAY

Closure by authority

44(1) Subject to subsections (2) and (4), the authority may close the whole or any part of a public highway in the management area.

(2) The authority may delegate to an officer of the authority its power to close the whole or any part of a public highway in the management area for a period of not more than seven days.

(3) The authority shall not permanently close the whole or any part of a public highway within the area of jurisdiction of a participating party without its approval.

(4) Where the authority intends to close a public highway or part of a public highway within the management area and there is land abutting on the public highway or part that is to be closed that is not owned by a participating party or by the authority, it shall not close the public highway or part unless:

(a) it gives at least 30 days' notice of its intention by registered mail to each registered owner of land abutting on the public highway or part that is proposed to be closed;

(b) the notice mentioned in clause (a) is published at least once each week for two successive weeks in a newspaper published in the city; and

(c) every person who, before the public highway or part is closed, claims that his land will be injuriously affected by the closing and who petitions the authority for a hearing has been given an opportunity to be heard by himself or his agent with respect to the proposed closing.

(5) A person described in clause (4)(c) is entitled to be compensated by the authority for all damage caused to his land by reason of the closing, and, where the amount of compensation is not agreed upon between the claimant and the authority, the authority shall, within one month after the public highway or part has been closed, cause to be served upon the claimant, by ordinary mail, a notice setting out a description of the public highway or part, the day on which it was closed and the amount of compensation that the authority is prepared to pay.

(6) Where a person entitled to compensation pursuant to subsection (5) is dissatisfied with the amount offered, sections 50 to 55, subsection 56(3) and sections 57 and 58 of *The Highways and Transportation Act* apply, *mutatis mutandis*, for the purpose of determining the amount of compensation.

(7) Nothing in this Act restricts the power of the Minister of Highways and Transportation under *The Highways and Transportation Act* to close the whole or any portion of a public highway within Wakamow Valley, but the minister, before exercising that power, shall obtain the prior consent of the authority for the purpose.

1980-81, c.W-1.1, s.44; 1983-84, c.6, s.21.

Closure by participating party

45(1) Subject to subsection (2), a participating party may close the whole or any part of a public highway in any area within its jurisdiction situated within Wakamow Valley for any period not exceeding 28 days.

(2) Subject to subsection (3), a participating party proposing to close a public highway under subsection (1) shall, at least two days before closing the public highway, advise the authority of its intention to do so.

(3) Subsection (2) does not apply where a participating party closes a public highway under subsection (1) because of an emergency.

1980-81, c.W-1.1, s.45.

INSTRUMENTS AFFECTING PUBLIC LAND

Instruments affecting public land

46(1) Subject to subsections (3) and (4) but otherwise notwithstanding any other provision of this Act, a transfer of title with respect to public land in the management area must be accompanied by the written consent of the authority.

(2) Subject to subsections (3) and (4) but otherwise notwithstanding any other provision of this Act or any other Act, an interest registered in the Land Titles Registry with respect to public land in the management area is invalid unless it is accompanied by the written consent of the authority.

(3) Subsections (1) and (2) do not apply with respect to:

(a) any transfer or interest evidencing the occupation or use of public land to which, by reason of section 3, this Act does not apply;

(b) leases of property for a term not exceeding 10 years;

(c) any transfer or interest affecting land intended for residential purposes and concerning which a plan of subdivision has been approved by the Controller of Surveys;

(d) any transfer of land to the government where the land transferred is dedicated to public use; or

(e) any transfer or interest that is exempted by bylaw from the application of subsections (1) and (2).

(4) The authority shall not withhold its consent under subsections (1) and (2) to any transaction involving public land unless it considers that the use to be made of the land as a result of the transaction will not be consistent or in accordance with the development plan.

2000, c.L-5.1, s.551.

ACQUISITION AND DISPOSAL OF LAND

Approval to expropriate

47 No person or participating party shall exercise any power given by an Act to expropriate any land or interest in land within Wakamow Valley without the approval of the authority.

1980-81, c.W-1.1, s.47.

Disposal of authority land

48(1) The authority shall not dispose of authority land or any interest in authority land without the consent in writing of each participating party.

(2) Any land that is acquired by the authority may, at the discretion of the authority, be sold at any time to any participating party desiring to purchase the land at a price that is, as nearly as it is possible to determine, equivalent to the total cost incurred by the authority in respect of the land.

(3) In subsection (2), **"total cost"** includes all expenditures that the authority determines it has incurred in respect of the land, including:

(a) the actual cost of acquiring the land, of fixing and paying the price thereof or the compensation therefor and of all valuations and other matters incidental or related thereto; and

(b) the cost of improvements constructed by the authority on the land and the cost of construction of service facilities and service maintenance in respect of the land, but such cost may be wholly or partly excluded at the discretion of the authority in any case where the authority considers that it will derive all or a substantial part of the benefit to be derived from the improvements, service facilities or service maintenance.

1980-81, c.W-1.1, s.48.

Acquisition of land by authority or participating party

49(1) The authority may by agreement acquire any private land or land owned by a participating party.

(2) A participating party may by agreement, with the approval of the authority, acquire any land within Wakamow Valley owned by another participating party.

(3) Where a participating party acquires any private land within Wakamow Valley, it shall give notice of the acquisition to the authority.

1980-81, c.W-1.1, s.49.

50 To be proclaimed.

Disposal of public land

51(1) Subject to subsection (2), where a participating party proposes to dispose of land owned by it within Wakamow Valley, it shall provide the other participating parties and the authority with an opportunity to acquire the land before attempting to dispose of it.

(2) Subsection (1) does not apply to any lands to be sold for residential purposes and in respect of which a plan of subdivision has been approved by the authority and the Controller of Surveys.

(3) Subsection 50(2) applies, *mutatis mutandis*, in respect of public land that is to be disposed of.

1980-81, c.W-1.1, s.51; 2000, c.L-5.1, s.552.

Transfer of land by city or rural municipality

52 Subject to section 51:

(a) the city may, without complying with *The Cities Act* and notwithstanding that Act and notwithstanding those Acts, lease to any other participating party or the authority, or transfer to any other participating party or the authority by way of sale, gift or otherwise, any city land;

(b) the rural municipality may, without complying with *The Municipalities Act* and notwithstanding that Act, lease to any participating party or the authority, or transfer to any other participating party or the authority by way of sale, gift or otherwise, any rural municipal land.

1980-81, c.W-1.1, s.52; 1984-85-86, c.16, s.42; 2002, c.C-11.1, s.419; 2005, c.M-36.1, s.480.

53 to 55 To be proclaimed.

FINANCE

Amounts payable by participating parties

56(1) In every fiscal year, participating parties shall pay the following amounts to the authority:

(a) in the case of the city, $190,500;

(b) in the case of the government, $127,000;

(c) in the case of a rural municipality that is a participating party of the authority, $1,500.

(2) The participating parties shall review the amounts mentioned in subsection (1) a minimum of every five years after April 1, 1997.

1997, c.53, s.3.

Payment from consolidated fund

57 Any sums payable by the government pursuant to section 56 are to be paid out of the general revenue fund.

1980-81, c.W-1.1, s.57; 2004, c.10, s.17.

58 Repealed. 1997, c.53, s.4.

59 Repealed. 1997, c.53, s.4.

60 Repealed. 1993, c.20, s.3.

Time at which payments to authority are required

61 One-fourth of each of the sums to be paid by a participating party during a fiscal year pursuant to sections 42 and 56 becomes due on each of April 1, July 1, October 1 and January 1 in that fiscal year, or at any other time or times that may be arranged in the case of all or any of the participating parties, and, for the purpose of substituting such a time or times either for one occasion or for a specified or indefinite period, by agreement between the authority and the participating party or parties for whom the arrangement is to be made.

1980-81, c.W-1.1, s.61.

61.1 Repealed. 1997, c.53, s.4.

Interest payable by participating party

62 Where a participating party fails to pay a sum when due, it shall pay to the authority, upon demand, interest at a rate equal to the prime rate of interest payable under the latest debentures issued by the city prior to the day the sum became due on the amount in arrears from the day on which it became due.

1980-81, c.W-1.1, s.62.

Temporary loans

63(1) Subject to subsections (2) and (3), the authority may borrow, by way of temporary loans from any bank or from any person or corporation, any sums, upon any terms, for any purposes and upon any conditions that the authority may determine, by way of bank overdraft or line of credit, or by the pledging as security for such temporary loans of notes, bonds or other securities of the authority pending the sale thereof or in lieu of selling them, or in any other manner that the authority may determine, and any cheques, promissory notes or other instruments that may be necessary or desirable in connection with the borrowing of money and the obtaining of advances by way of temporary loans, may be executed in any manner that the authority may determine.

(2) Subject to subsection (4), any sum borrowed under subsection (1) is to be borrowed on the condition that the sum is to be repaid or the loan otherwise retired within the fiscal year in which the loan is made.

(3) The aggregate of the sums borrowed under subsection (1) which are outstanding at any one time in any fiscal year shall not exceed one-half of the total of the amounts payable by the participating parties under subsection 56(1) in respect of that fiscal year.

(4) The authority may, during the fiscal year in which any sum is borrowed and the two succeeding fiscal years, extend the loan and renew or extend the promissory notes or other obligations securing the loan.

1980-81, c.W-1.1, s.63; 1997, c.53, s.5.

Agreements

64(1) Notwithstanding any other provision of this Act or any provision of any other Act, the authority or a participating party may, for the whole or part of any purpose relating or incidental to Wakamow Valley or the land forming part of any road or street abutting upon Wakamow Valley:

(a) enter into an agreement with the Government of Canada or the council of any municipality in Saskatchewan, or with each other or with any other participating party;

(b) expend moneys, provide services and carry out obligations.

(2) Notwithstanding any other provision of this Act or any provision of any other Act, a participating party may pay moneys to the authority on account of any future obligation of the participating party to the authority, whether or not the amount of the obligation is then known and whether or not the obligation is likely to be incurred in the same fiscal year as the fiscal year in which the payment is made.

(3) All moneys to be paid under subsection (1) or (2) by the government shall, subject to the approval of the Lieutenant Governor in Council, be paid out of the general revenue fund.

1980-81, c.W-1.1, s.64; 2002, c.C-11.1, s.419; 2004, c.10, s.17; 2005, c.M-36.1, s.480.

MISCELLANEOUS

Non-liability of participating parties, etc.

65 No action lies against a participating party, any member, officer or employee of the authority acting on the instructions of the authority or pursuant to the authority of this Act, the architect planner of the authority or any committee appointed by the authority for any loss or damage suffered by any person or participating party by reason of anything in good faith done or omitted to be done in the exercise or supposed exercise of any authority granted pursuant to this Act or a bylaw.

1988-89, c.23, s.4.

Proposal *re* development plan

66 A participating party may propose to the authority that the development plan be implemented, elaborated or amended.

1980-81, c.W-1.1, s.66.

Fire protection

67(1) Subject to subsection (2), the city shall provide fire protection in respect of property of the authority in Wakamow Valley.

(2) The authority may take measures necessary for the prevention and extinguishment of fires within Wakamow Valley and, without limiting the generality of the foregoing, may purchase or otherwise acquire engines and other fire fighting equipment and engage the necessary staff for carrying out such measures.

1980-81, c.W-1.1, s.67.

Law enforcement

68(1) The city shall provide law enforcement in Wakamow Valley.

(2) Without limiting the powers of the city to provide law enforcement in Wakamow Valley, the authority may appoint special constables, to be engaged at the expense of the authority, who have the authority to perform and exercise, within Wakamow Valley, all the duties and powers that constables and peace officers are by law authorized to perform or exercise.

(3) Special constables appointed under subsection (2) are, in the performance of their duties and the exercise of their powers, subject to the lawful directions and orders of the chief of police of the city.

(4) The authority shall supply every special constable with an identification card and every special constable shall, before entering upon his duties, take and subscribe to an oath or affirmation in the same form, with any necessary modification, as the form prescribed in the regulations made pursuant to *The Police Act, 1990*.

(5) No special constable shall be a member of the police force of the city, and neither the city nor the board of police commissioners of the city is responsible for any act of a special constable or for his failure to act in any circumstances.

(6) The authority may make any charges against any participating party that it considers reasonable, in respect of services performed by special constables, and a participating party against whom any such charge has been made shall pay the amount of the charge to the authority.

(7) Nothing in this section affects the power of the government or the Minister of Justice to provide for the performance of police duties within Wakamow Valley by members of the Royal Canadian Mounted Police or special constables appointed under *The Police Act, 1990*.

1980-81, c.W-1.1, s.68; 1983, c.11, s.94; 1990-91, c.P-15.01, s.103.

Exemption from taxation

69 No authority land or improvement on authority land is subject to taxation for provincial, municipal or school purposes.

1980-81, c.W-1.1, s.69.

Architect planner

70(1) The authority shall, upon any terms and conditions that it considers desirable, appoint an architect, a landscape architect or a community planner, or a firm consisting of or including any number of those persons, to be an architect planner for the authority.

(2) The architect planner appointed pursuant to subsection (1) shall review the development plan at least once every seven years.

1980-81, c.W-1.1, s.70; 1993, c.20, s.4.

Attestation of deeds

71 Except in cases otherwise provided for in this Act, all deeds executed under the common seal of the authority shall be attested by the signature of the chairman or vice-chairman and the secretary or any member designated by the authority for the purpose.

1980-81, c.W-1.1, s.71.

Evidence of bylaw, etc.

72(1) A copy of a resolution, bylaw or other document in the custody of the secretary of the authority which purports to be:

(a) certified by the secretary to be a true copy; and

(b) sealed with the seal of the authority;

is admissible in evidence as *prima facie* proof:

(c) of the resolution, bylaw or document; and

(d) of its contents;

without proof of the signature or official character of the person purporting to have signed the certificate.

(2) A printed copy of a bylaw passed by the authority and purporting to be printed by the Queen's Printer or under the authorization of the authority is admissible in evidence as *prima facie* proof of its contents and of the fact that it has been duly passed without any further proof.

1980-81, c. W-1.1, s.72.

Majority view

73 Unless a member of a committee or subcommittee of the authority requests that a meeting be held for the purpose of rendering the decision, view or advice of the committee or subcommittee respecting a matter, the decision, view or advice of the committee or subcommittee, when supported individually by a majority of its members, may be accepted as the decision, view or advice of the committee or subcommittee, as the case may be, without the necessity of holding a committee or subcommittee meeting for the purpose.

1980-81, c.W-1.1, s.73.

Audit

74(1) The authority shall appoint an auditor and cause an annual audit of the books, accounts and financial affairs of the authority to be made by the auditor.

(2) The auditor shall, immediately after completing an audit, prepare a report with respect to his findings and furnish each participating party with a copy of the report.

1980-81, c.W-1.1, s.74.

Approval of authority required

75(1) Where a member of the Executive Council or any other person is authorized to grant any licence, permit, approval, right, authority, grant, permission, lease or concession under *The Agricultural Operations Act, The Water Power Act, The Environmental Protection and Management Act* or *The Saskatchewan Watershed Authority Act, 2005* or under any regulations made under any of those Acts, for the doing of any act or thing in Wakamow Valley or in or upon any land owned by the authority outside Wakamow Valley, the approval of the authority to the granting thereof shall first be obtained by the applicant.

(2) Nothing in subsection (1) affects the application of any Act or regulation mentioned in that subsection which requires an approval, or which requires the doing or omitting of any act or thing, in respect of a licence, permit, approval, right, authority, grant, permission, lease or concession granted or to be granted under such Act or regulation.

1980-81, c.W-1.1, s.75; 1983-84, c.63, s.15;
2002, c.S-35.02, s.154; 2005, c.35.03, s.118.

Roads, etc., within management area

76(1) Notwithstanding anything in *The Cities Act*, *The Municipalities Act* or any other Act, no road, street, bridge, highway, lane, alley, square or public place within the management area constructed by the authority shall be under the direction, management or control of the city or the rural municipality, but this section does not affect the application, pursuant to subsection 3(5), of bylaws of the city or the rural municipality.

(2) **Repealed.** 2005, c.M-36.1, s.480.

1980-81, c.W-1.1, s.76. 1984-85-86, c.16, s.42;
2002, c.C-11.1, s.419; 2005, c.M-36.1, s.480.

Crown bound

77 The Crown is bound by this Act.

1980-81, c.W-1.1 s.77.

SCHEDULE A

1 All those lands, as shown in Plan Old 96, described as follows:

(a) Lots 1 and 20 in Block 90;

(b) Lots 19 to 22, inclusive, in Block 91;

(c) Lots 19 to 22, inclusive, in Block 112;

(d) Lots 1 and 20 in Block 113;

(e) Lots 1 and 20 in Block 121;

(f) Lots 19 to 22, inclusive, in Block 122;

(g) Lots 1 to 7, inclusive, and Lots 22 to 30, inclusive, in Block 134;

(h) all that portion of:

(i) the lane in Block 134, lying west of the production southerly of a line drawn parallel to and 6.096 metres perpendicularly distant westerly from the east boundary of Lot 2 in Block 134;

(ii) Selwyn Street, lying between the production southerly of the west boundary of the east half of Lot 25 in Block 134 and the south-east limit of Pasqua Street;

(iii) North Bridge Street, lying between the production southerly of the east boundary of Lot 11 in Block 142 and the right bank of Moose Jaw Creek; and

(iv) Pasqua Street, lying between the south limit of Manitoba Street and the north limit of North Bridge Street;

except all that portion lying to the east of a line drawn parallel to and 6.096 metres perpendicularly distant westerly from the east boundary of Lot 2 in Block 134;

(i) Block 142 and all that portion of North Bridge Street, lying between the production southerly of the east boundary of Lot 12;

(j) Blocks 144 and 149;

(k) Lots 1 to 10, inclusive, in Block 157;

(l) Lots 1 to 10, inclusive, in Block 158;

(m) Lots 4 to 17, inclusive, in Block 162; and

(n) Blocks 171A, 196A and 197A, as amended by M.T.O. 61 MJ 12884.

2 Lots 4 to 6, inclusive, in Block A, as shown in Plan D 850.

3 Block 1 and Blocks A and B, as shown in Plan E 1505.

4 All those lands, as shown in Plan F 1789, described as follows:

(a) Block 1, except that portion as shown in Plan CX 345; and

(b) Block 2, except Parcel A as shown in Plan BA 3400.

5 Block D, as shown in Plan G 1209.

6 All those lands, as shown in Plan N 3102, described as follows:

(a) Lot 1, except the north 60.96 metres;

(b) Lot 2, except the north 53.34 metres;

(c) Lot 3, except the north 45.72 metres;

(d) Lot 4, except the north 38.10 metres; and

(e) Lots 5 to 7, inclusive.

7 Lots 7 to 16, inclusive, in Block K, as shown in Plan N 4280.

8 All those lands as shown in Plan R 1941, described as follows:

(a) Blocks 1 to 9, inclusive, and Blocks 17 and 20;

(b) Parcel A, as amended by M.T.O. 72 MJ 01571;

(c) Blocks H and J, as amended by M.T.O. 62 MJ 06348; and

(d) Maryland Public Park.

9 All those lands, as shown in Plan S 2499, described as follows:

(a) Lots 21 to 23, inclusive, Lots 35 to 37, inclusive, and the east half of Lot 38 in Block 4;

(b) Lots 1, 2 and 7 in Block 2; and

(c) Blocks 5 and 6.

10 Blocks 21 to 24, inclusive, Blocks 25 to 28, inclusive, and Blocks 37 to 40, inclusive, as shown in Plan S 3865.

11 blocks 1 to 13, inclusive, Blocks 25 to 28, inclusive, and Blocks A and B, as shown in Plan V 1328.

12 All those lands, as shown in Plan AD 885, described as follows:

(a) Block G; and

(b) Block H, as amended by M.T.O. 62 MJ 06348.

13 Parcel A as shown in Plan BA 3400.

14 All those lands, as shown in Plan BF 1256, described as follows:

(a) Block B, except the north 182.88 metres;

(b) Block C, except the north 152.4 metres;

(c) Block D, except the north 121.92 metres; and

(d) Block E, except the north 91.44 metres.

15 Blocks 1 to 10, inclusive, Block 12, and Blocks R and R1, as shown in Plan CX 33.

16 Blocks 13 to 16, inclusive, and Blocks 18 and 19, as shown in Plan CX 126.

17 Blocks 17 and 20, as shown in Plan CX 251.

18 Parcel L as shown in Plan CX 296.

19 Parcels L and M, as shown in Plan CX 345.

20 All those lands, as shown in Plan EX 222, described as follows:

(a) Parcels A, C, D and E; and

(b) Block R1, as amended by M.T.O. 76 MJ 03766.

21 Blocks 17 and 21, as shown in Plan EX 1001.

22 Parcel N, as shown in Plan 59 MJ 10599.

23 Blocks B and C, as shown in Plan 61 MJ 10993.

24 Parcel A, as shown in Plan 61 MJ 12463.

25 Block 271, as shown in Plan 63 MJ 03288.

26 Lots 1 and 10 in Block 19, as shown in Plan 66 MJ 09836.

27 All those lands, as shown in Plan 67 MJ 05748, described as follows:

(a) Lot A in Block 4; and

(b) Lot A in Block E.

28 Parcel B, as shown in Plan 68 MJ 01459.

29 Block 20, as shown in Plan 73 MJ 01303.

30 Block C, as shown in Plan 74 MJ 11295.

31 Blocks D, E, F, G and H, as shown in Plan 75 MJ 01141.

32 Parcel A, as shown in Plan 75 MJ 08030.

33 All those lands, as shown in Plan 77 MJ 09336, described as follows:

(a) Lots B, C and D; and

(b) Block R.

34 All those lands in Township 16, in Range 26, west of the Second Meridian, described as follows:

(a) all that portion of the north-east quarter of Section 28, lying east of a line drawn parallel to and 251.46 metres perpendicularly distant from the west boundary of the quarter section, except all that portion as shown in Plan S 3865;

(b) the west 251.46 metres in perpendicular width throughout of the north-east quarter of Section 28, lying north of the north limit of Princess Street, as that street is shown in Plan S 3865, except all that portion as shown in Plan E 1505;

(c) all that portion of the north-west quarter of Section 28 contained within the boundaries of a line drawn:

(i) commencing at the south-west corner of the quarter section;

(ii) thence northerly along the west boundary of the quarter section a distance of 239.99 metres;

(iii) thence easterly and parallel to the south boundary of the quarter section a distance of 84.49 metres;

(iv) thence southerly and parallel to the west boundary of the quarter section to the south boundary of the quarter section; and

(v) thence westerly along the south boundary of the quarter section to the point of commencement;

(d) all that portion of the original road allowance known as Main Street, lying west of the north-west quarter of Section 28, as shown in Plan CP 288, except the most north-westerly 6.096 metres in perpendicular width throughout;

(e) all that portion of the north-east quarter of Section 29 contained within the boundaries of a line drawn:

(i) commencing at the intersection of the production easterly of the north limit of Block 2, as shown in Plan F 1789, with the east boundary of the quarter section;

(ii) thence westerly along the production and the north limit of Block 2, as shown in Plan F 1789, to the right bank of Moose Jaw Creek;

(iii) thence northerly along the right bank of Moose Jaw Creek to its intersection with the east boundary of the quarter section; and

(iv) thence southerly along the east boundary of the quarter section to the point of commencement;

(f) the north-west quarter of Section 29, except:

(i) all that portion taken for the Riverview Addition to the City of Moose Jaw, as shown in Plan O 4753, as amended by M.T.O. AI 1616;

(ii) all that portion lying north of a line drawn parallel to and 409.65 metres distant southerly from the north boundary of the quarter section and west of the west limit of Fourth Avenue and its production southerly, as Fourth Avenue is shown in Plan O 4753;

(iii) all that portion, as shown in Plan EX 222;

(iv) all that portion, as shown in Plan EX 1010; and

(v) Parcel A, as shown in Plan 75 MJ 08030;

(g) the north half of the south-east quarter of Section 29;

(h) the south-west quarter of Section 29, except all that portion, as shown in Plan V 1328, as amended by M.T.O. 59 MJ 09221;

(i) all that portion of the south-west quarter of section 29 described as follows:

(i) Parcel F, as shown in Plan 59 MJ 09223; and

(ii) Parcels X and Y, as shown in Plan 65 MJ 07348;

(j) all that portion of the south-east and south-west quarters of Section 32, the south-west quarter of Section 33 and the original road allowance, lying between Sections 32 and 33, contained within the boundaries of a line drawn:

(i) commencing at the intersection of the south limit of Manitoba Street, as shown in Plan Old 96, with the west limit of a roadway, as shown in Plan G 2009;

(ii) thence westerly along the south limit of Manitoba Street to the east limit of Second Avenue;

(iii) thence southerly along the east limit of Second Avenue to the south limit of Langtry Street, as shown in Plan Old 96;

(iv) thence westerly along the south limit of Langtry Street to the west boundary of Section 32;

(v) thence southerly along the west boundary of Section 32 to the north limit of Home Street, as shown in Plan Old 96;

(vi) thence easterly along the north limit of Home Street to the west limit of Third Avenue;

(vii) thence northerly along the west limit of Third Avenue to the north limit of South Crescent Street, as shown in Plan Old 96;

(viii) thence easterly along the north limit of South Crescent Street to the east limit of Fifth Avenue;

(ix) thence southerly along the east limit of Fifth Avenue to the north limit of Maple Street, as shown in Plan Old 96;

(x) thence easterly along the north limit of Maple Street to the east limit of Seventh Avenue;

(xi) thence southerly along the east limit of Seventh Avenue to the north limit of Home Street;

(xii) thence easterly along the north limit of Home Street to the west limit of Main Street, as shown in Plan Old 96;

(xiii) thence northerly along the west limit of Main Street to the production of the north limit of the unnamed street north of Block 159, as shown in Plan 0ld 96;

(xiv) thence easterly along the north limit of the unnamed street and its production to the west limit of the roadway shown in Plan G 2009; and

(xv) thence northerly along the west limit of the roadway shown in Plan G 2009 to the point of commencement;

except:

(xvi) Parcel A, as shown in Plan 61 MJ 12463;

(xvii) Parcel B, as shown in Plan 68 MJ 01459;

(xviii) all that portion, as shown in Plan 77 MJ 09336;

(xix) all that portion, as shown in Plan 74 MJ 11295;

(xx) all that portion, as shown in Plan 75 MJ 01141; and

(xxi) all that portion of the south-west quarter of Section 32, lying west of the east limit of Fifth Avenue South West;

(k) all that portion of Bow Street and South Bridge Street in the south-west quarter of Section 33, lying west of a line drawn due north and south 30.48 metres perpendicularly distant westerly from the most westerly point of Lot 1 in Block 149, as those streets and lots are shown in Plan Old 96;

(l) all that portion of Section 33 contained within the boundaries of a line drawn:

(i) commencing at the intersection of the north limit of Coteau Street with a line drawn parallel to and perpendicularly distant easterly 20.12 metres from the east limit of Block 197;

(ii) thence northerly, parallel to and perpendicularly distant easterly 20.12 metres from the east limits of Blocks 197, 196, 171 and 162, a distance of 20.12 metres, more or less, to a point perpendicularly distant northerly 20.12 metres from the north limit of Block 162;

(iii) thence westerly and parallel to the north limit of Block 162 to intersect a line drawn parallel to and perpendicularly distant north-westerly 20.12 metres from the north limit of Block 161;

(iv) thence south-westerly and parallel to the north limit of Block 161 to intersect a line drawn parallel to and perpendicularly distant northerly 20.12 metres from the north limit of Block 160;

(v) thence westerly and parallel to the north limit of Block 160 to the east limit of the unnamed street 20.12 metres in width connecting the unnamed street north of Block 159 with Manitoba Street;

(vi) thence north-easterly and northerly along the east limit of the connecting street and its different courses to the south limit of Manitoba Street;

(vii) thence easterly along the south limit of Manitoba Street to the west limit of Pasqua Street;

(viii) thence south-westerly along the west limit of Pasqua Street to the north limit of North Bridge Street;

(ix) thence west along the north limit of North Bridge Street or its production to the water's edge of Moose Jaw Creek;

(x) thence southerly along the water's edge or Moose Jaw Creek to the south limit of North Bridge Street;

(xi) thence easterly along the south limit of North Bridge Street to the west limit of Eighteenth Avenue;

(xii) thence southerly along the west limit or Eighteenth Avenue to the north limit of South Bridge Street;

(xiii) thence westerly along the north limit of South Bridge Street to the water's edge of Moose Jaw Creek;

(xiv) thence southerly along the water's edge of Moose Jaw Creek to the south limit of South Bridge Street;

(xv) thence easterly along the south limit of South Bridge Street to the west limit of Bow Street;

(xvi) thence south-easterly, easterly and north-easterly along the west, south and east limits of Bow Street to the old south limit of South Bridge Street;

(xvii) thence easterly along the old south limit of South Bridge Street to its intersection with the south-west limit of Caron Crescent;

(xviii) thence south-easterly along the south-west limit of Caron Crescent to intersect a line drawn parallel to and perpendicularly distant westerly 20.12 metres from the west limit of Block 170;

(xix) thence southerly and parallel to the west limit of Block 170 to the north limit of Coteau Street;

(xx) thence westerly along the north limit of Coteau Street to the point of commencement;

as the streets, blocks and crescent are shown in Plan Old 96, except:

(xxi) all that portion, as shown in Plan 61 MJ 10993; and

(xxii) all that portion, as shown in Plan 75 MJ 01141.

SCHEDULE B

1 All those lands, as shown in Plan Old 96, described as follows:

(a) Lots 1 to 6, inclusive, and Lots 11 and 12 in Block 87;

(b) Block 88;

(c) Lots 1 to 18, inclusive, and Lot 21 in Block 89;

(d) Lots 4 to 20, inclusive, in Block 114;

(e) Block 114A and Parcels P and Q, as amended by M.T.O. CX 557;

(f) Lots 1 to 10, inclusive, in Block 116;

(g) Lots 1 to 20, inclusive, in Block 119;

(h) Block 120;

(i) Lots 11 to 19, inclusive, in Block 121;

(j) Lots 23 to 40, inclusive, in Block 122;

(k) Lots 11 to 25, inclusive, and Lot A in Block 123;

(l) Lots 8 to 21, inclusive, in Block 134;

(m) Blocks 143, 150 and 156;

(n) Lots 11 to 20 in Block 157;

(o) Lots 11 to 20 in Block 158;

(p) Blocks 159, 160 and 161;

(q) Lots 1 and 20 in Block 162;

(r) Lots 1 to 8, inclusive, in Block 175;

(s) Lots 1 to 10, inclusive, in Block 176;

(t) Lots 1 to 10, inclusive, in Block 177;

(u) Parcel T, as amended by M.T.O. EX 216; and

(v) Parcel M, as amended by M.T.O. CX 141.

2 Lots 1 to 3, inclusive, in Block A, as shown in Plan D 850.

3 Blocks 7 and 8, as shown in Plan D 3174.

4 All those lands, as shown in Plan D 3845.

5 Lots 38 to 66, inclusive, as shown in Plan D 4450.

6 All those lands, as shown in Plan G 1209, described as follows:

(a) Lots 10 to 17, inclusive, in Block C; and

(b) Block E.

7 All those lands, as shown in Plan N 1398 and Parcel B in Plan N 1398, as amended by M.T.O. 65 MJ 04067.

8 All those lands, as shown in Plan N 3102, described as follows:

(a) the north 60.96 metres of Lot 1;

(b) the north 53.34 metres of Lot 2;

(c) the north 45.72 metres of Lot 3; and

(d) the north 38.10 metres of Lot 4.

9 Lots 1 to 6, inclusive, in Block K, as shown in Plan N 4280.

10 All those lands, as shown in Plan N 4354, described as follows:

(a) Lots 71A and 63, as amended by M.T.O. 64 MJ 12209; and

(b) Lot B, as amended by M.T.O. 69 MJ 09621.

11 All those lands, as shown in Plan O 473, described as follows:

(a) Lots 11 and 12 in Block 21; and

(b) Lots 7 to 11, inclusive, in Block 22.

12 Lots 13 to 20, inclusive, in Block 231, as shown in Plan O 4753.

13 Lots 29, 31, 33, 35 and 37, as shown in Plan R 3437.

14 Block A, as shown in Plan R 4723.

15 All those lands, as shown in Plan S 128, described as follows:

(a) Lots 21 to 40, inclusive, in Block 232;

(b) Lots A and B and Lots 1 to 15, inclusive, in Block 233; and

(c) Lots 8 to 20, inclusive, and Lots 22 to 24, inclusive, in Block 241.

16 All those lands, as shown in Plan S 2499, described as follows:

(a) Lots 3 to 6, inclusive, and Lot A in Block 2; and

(b) Lots 1 to 10, inclusive, the west half of Lot 38 and Lots 39 and 40 in Block 4.

17 Blocks 1 to 4, inclusive, Blocks 13 to 16, inclusive, Block 13A, Blocks 17 to 20, inclusive, and Blocks 29 to 36, inclusive, as shown in Plan S 3865.

18 All those lands, as shown in Plan BF 1256, described as follows:

(a) the north 182.88 metres of Block B;

(b) the north 152.40 metres of Block C;

(c) the north 121.92 metres of Block D; and

(d) the north 91.44 metres of Block E.

19 All that portion of Block A, lying south of the north limit of Manitoba Street West, as shown in Plan BV 5530.

20 Block C, except the portion shown in Plan 71 MJ 01346, as shown in Plan CK 579.

21 All those lands, as shown in Plan EX 222, described as follows:

(a) Lots 11 to 27, inclusive, in Block 230;

(b) Lots 8 to 14, inclusive, in Block 244; and

(c) Parcel R.

22 All those lands, as shown in Plan EX 1010, described as follows:

(a) Lots 13 to 28, inclusive, in Block 265; and

(b) Block R4.

23 Blocks A, B and C, as shown in Plan 62 MJ 06543.

24 Parcel X, as shown in Plan 63 MJ 03696.

25 Parcel Y, as shown in Plan 63 MJ 03697.

26 Parcel Z, as shown in Plan 63 MJ 03698.

27 Parcels D, E, F, G and FF, as shown in Plan 67 MJ 04892.

28 Lot B in Block 4, as amended by M.T.O. 73 MJ 10474, as shown in Plan 67 MJ 0 5748.

29 Block 25, as shown in Plan 67 MJ 13991.

30 Parcel C, as shown in Plan 68 MJ 04058.

31 Parcel G, as shown in Plan 68 MJ 04421.

32 All that portion of Block H, lying south of the north limit of Manitoba Street West, as shown in Plan 71 MJ 01346.

33 Lots A, B, C and D, as shown in Plan 72 MJ 00318.

34 Lots D and C in Block 265, as shown in Plan 72 MJ 11622.

35 Lots A, B, C and D in Block 87, as shown in Plan 73 MJ 05140.

36 Block F, as shown in Plan 73 MJ 13196.

37 Parcel F, as shown in Plan 73 MJ 15131.

38 Block B, as shown in Plan 77 MJ 06016.

39 All that portion of Parcel M, lying south of the north limit of Manitoba Street West, as shown in Plan 77 MJ 08834.

40 Parcel H, as shown in Plan 79 MJ 04363.

41 Lots 1 to 7, inclusive, in Block 27, as shown in Plan 79 MJ 15502.

42 Parcel C, as shown in Plan 80 MJ 03174.

43 All those lands shown in Plan 80 MJ 08559.

44 All those lands, in Township 16, in Range 26, west of the Second Meridian, described as follows:

(a) the north-east and north-west quarters of Section 20;

(b) the north-west quarter of Section 27, except all that portion as shown in Plan N 1015;

(c) all that portion of the north-east quarter of Section 29 contained within the boundaries of a line drawn:

(i) commencing at a point on the east boundary of the quarter section 201.17 metres distant southerly from the north-east corner of the quarter section;

(ii) thence westerly and parallel to the north boundary of the quarter section a distance of 42.37 metres to the point of commencement;

(iii) thence westerly and parallel to the north boundary of the quarter section a distance of 38.10 metres;

(iv) thence southerly and parallel to the east boundary of the quarter section a distance of 15.24 metres;

(v) thence easterly and parallel to the north boundary of the quarter section a distance of 38.10 metres; and

(vi) thence northerly and parallel to the east boundary of the quarter section a distance of 15.24 metres, more or less, to the point of commencement;

(d) those portions of Parcels A and B, lying within Legal Subdivisions 1 and 2 in the south-east quarter of Section 29;

(e) all that portion of the south-west quarter of Section 32 bounded:

(i) on the north by the south limit of Manitoba Street West;

(ii) on the east by the east limit of Fifth Avenue South West;

(iii) on the south by the north limit of South Crescent Street; and

(iv) on the west by the east limit of Sixth Avenue South West;

except all those portions as shown in Plans BV 5530, CK 579, 71 MJ 01346 and 77 MJ 08834;

(f) all those portions of Section 33:

(i) contained within the boundaries of a line drawn:

(A) commencing at the intersection of the north limit of Pasqua Street with the east limit of Sixteenth Avenue;

(B) thence easterly along the north limit of Pasqua Street to the water's edge of Moose Jaw Creek;

(C) thence southerly along the water's edge of Moose Jaw Creek to the south limit of Skeena Street;

(D) thence westerly along the south limit of Skeena Street to the east limit of Seventeenth Avenue;

(E) thence southerly along the east limit of Seventeenth Avenue to the north limit of Manitoba Street;

(F) thence easterly along the north limit of Manitoba Street to the west limit of High Street;

(G) thence north-westerly along the limit of High Street to the east limit of Sixteenth Avenue; and

(H) thence southerly along the east limit of Sixteenth Avenue to the point of commencement;

as these streets and avenues are shown in Plan Old 96, except all that portion as shown in Plan 67 MJ 04892;

(ii) contained within the boundaries of a line drawn:

(A) commencing at the intersection of the east limit of Fourteenth Avenue with the north limit of Pasqua Street, as shown in Plan Old 96;

(B) thence north-easterly along the north limit of Pasqua Street to the west limit of Fifteenth Avenue;

(C) thence northerly along the west limit of Fifteenth Avenue to the south limit of High Street;

(D) thence westerly along the south limit of High Street to the east limit of Fourteenth Avenue; and

(E) thence southerly along the east limit of Fourth Avenue to the point of commencement; and

(iii) contained within the boundaries of a line drawn:

(A) commencing at the intersection of the east limit of Fifteenth Avenue with the north limit of Pasqua Street, as this street and avenue are shown in Plan Old 96;

(B) thence easterly along the north limit of Pasqua Street to the west limit of Sixteenth Avenue;

(C) thence northerly along the west limit of Sixteenth Avenue to the north water's edge of Moose Jaw Creek;

(D) thence westerly along the north water's edge of Moose Jaw Creek to the east limit of Fifteenth Avenue; and

(E) thence southerly along the east limit of Fifteenth Avenue to the point of commencement; and

(iv) contained within the boundaries of a line drawn:

(A) commencing at the intersection of the east limit of Thirteenth Avenue produced with the north limit of Pasqua Street, as this street and avenue are shown in Plan Old 96;

(B) thence north-easterly along the north limit of Pasqua Street to the west limit of Fourteenth Avenue;

(C) thence northerly along the west limit of Fourteenth Avenue to the south limit of High Street;

(D) thence westerly along the south limit of High Street to the north-east corner of Block 114A;

(E) thence south-westerly along the south-east limit of Block 114A to the east limit of Thirteenth Avenue; and

(F) thence southerly along the production of the east limit of Thirteenth Avenue to the point of commencement;

(g) the north-east quarter of Section 34;

(h) all that portion of the north-west quarter of Section 34:

(i) contained within the boundaries of a line drawn:

(A) commencing at a point on the south boundary of the quarter section a distance of 246.07 metres west from the south-east corner of the quarter section;

(B) thence northerly a distance of 177.09 metres at an angle of 90° and 1';

(C) thence easterly a distance of 159.94 metres at an angle of 90° and 1';

(D) thence southerly at an angle of 89° and 59' to the south boundary of the quarter section; and

(E) thence westerly along the south boundary of the quarter section to the point of commencement;

except all that portion as shown in Plan 77 MJ 06016; and

(ii) contained within the boundaries of a line drawn:

(A) commencing at the south-east corner of the quarter section;

(B) thence westerly along the south boundary of the quarter section a distance of 246.07 metres;

(C) thence northerly a distance of 345.25 metres at an angle of 90° and 1';

(D) thence easterly at an angle of 90° and 1' to the east boundary of the quarter section; and

(E) thence southerly along the east boundary of the quarter section to the point of commencement; and

(i) the north-west quarter of Section 35.

45 The south-west quarter of Section 2, in Township 17, in Range 26, west of the Second Meridian, except all that portion lying north of the north limit of the right of way as shown in Plan AF 6582.

SCHEDULE C

[*Section 6*]

DECLARATION OF OWNERSHIP OF LANDS WITHIN WAKAMOW VALLEY

I, _____ of _____ in the Province of Saskatchewan,

_____ , SOLEMNLY DECLARE AS FOLLOWS:

1. THAT attached hereto and marked as an Exhibit to this my declaration is a complete list of lands owned by me within the meaning of *The Wakamow Valley Authority Act* and situate in Wakamow Valley.
2. THAT I make this declaration pursuant to section 6 of *The Wakamow Valley Authority Act*.
3. THAT I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the *Canada Evidence Act*.

DECLARED before me at
in the Province of
Saskatchewan this _____
day of _____ ,
A.D. 19 _____ .

_____

_____

A COMMISSIONER FOR OATHS
in and for the Province of Saskatchewan.
My commission expires Dec. 31, 19 _____ .

REGINA, SASKATCHEWAN
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City of
Moose Jaw

COMMUNICATION #42

TITLE: Request to Address – Moose Jaw & District Senior Citizens Association Inc. and Cosmo Senior Citizens' Centre

TO: City Council

FROM: City Clerk/Solicitor

DATE: May 15, 2019

PUBLIC: This is a Public Document.

IN-CAMERA: Not applicable to this report.

RECOMMENDATION

1. THAT representatives from the Moose Jaw and District Senior Citizens Association Inc. ("MJDSA") and the Cosmo Senior Citizens Centre (Cosmo) be allowed to address members of City Council; and

2. THAT a decision on financial support to the organizations be a decision of City Council.

TOPIC AND PURPOSE

The purpose of this report is to introduce a request to address City Council on May 27, 2019 regarding the future of the Moose Jaw and District Senior Citizens Association's activity centre and the Cosmo Senior Citizens' Centre. Both organizations are seeking financial support from the City.

BACKGROUND/DISCUSSION

The City has long term arrangements to lease property to both the MJDSA and the Cosmo. The MJDSA Lease Agreement expired in 2011 and the tenancy lease has remained on a year to year tenancy at will basis with the same terms. The MJDSA lease majority of the main floor and the basement of the former Eaton's building in their lease agreement with the City. The Cosmo has a current Lease Agreement dated May 30, 2011 with the City for an initial term of 20 years commencing (and retroactive to) January 1, 2005 and expiring on December 31, 2025 with successive 5 year terms thereafter. The formal rent charged to both organizations is $1 per year.

As occupants of the respective buildings, Cosmo and the MJDSA (main floor and basement) are required to cover the cost of all utilities (water, gas, electricity, telephone). The cost of utilities for each unit and the common areas for the MJDSA and in the absence of separate meters is calculated by engineering calculations of the pro rata share of consumption of each of the units, which includes heat loss calculations, 41% for Unit A and 59% for Unit B. Two commercial tenants and The Moose Jaw Non-Profit Housing Corporation ("MJNPHC"), which own the top two floors, cover the remaining utilities.

The Lease Agreement between the City and MJDSA was established at a $1.00 per year, however, the MJDSA agreed to assume full responsibility for the City's obligations under the Bylaws of the Condominium Corporation and the Management Agreement with the Moose Jaw Housing Authority.

Both organizations receive funding through the Saskatchewan Lotteries Community Grant Program. That history is outlined below.

MJDSA received the following funding over the past five years through the Community Grant Program:

2018 - $20,065.30
2017 - $20,065.30
2016 - $20,065.30
2015 - $20,065.30
2014 - $19,965.49

Cosmo received the following funding over the past five years through the Community Grant Program:

2018 - $6,420.90
2017 - $6.420.90
2016 - $7,408.73
2015 - $6,420.90
2014 - $6,520.71

Summary of the annual funding the City received from Sask Lotteries over the past five years:

2018 - $ 132,431
2017 - $ 132,431
2016 - $ 132,431
2015 - $ 132,431
2014 – $132,431

The process the City uses to adjudicate Sask Lotteries Community Grant Program funding to the Seniors groups is as follows:

- Guidelines set up by Saskatchewan Lotteries state that at least 30% of the overall grant amount must be allocated to target populations such as seniors, indigenous people, persons with disabilities, women, single parent families, etc.

- City policy further directs that two-thirds of the 30% shall be distributed (based on a percentage of membership), between the Cosmo's Senior Citizen Centre and the Moose Jaw and District Seniors Association and the remaining one-third is disbursed in support of other qualifying target group programs.

FINANCIAL IMPLICATIONS

The City currently does not have a source of funding from which to provide potential financial support. Any decision to provide support would require a determination of that matter by City Council.

PRESENTATION

VERBAL: X AUDIO/VISUAL: NONE:

ATTACHMENTS

I. Letter dated May 8, 2019 from Moose Jaw and District Seniors Association Inc.

II. Moose Jaw and District Seniors Association Inc. Financial Statements - 2016, 2017, 2018.

III. Letter from William Smith, President, Cosmo Senior Citizens' Centre.

IV. Cosmo Senior Citizens' Centre Financial Statements - 2016, 2018.

Respectfully Submitted By,

Myron Gulka-Tiechko

Myron Gulka-Tiechko, City Clerk/Solicitor

APPROVAL OF REPORT RECEIVED COMMENTS RECEIVED

Jim Puffalt

Jim Puffalt, City Manager

Fraser Tolmie

_____

Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

#101-510 Main St. N.
Moose Jaw, SK S6H 3K3
Tel: (306) 694-4223 Sports Level: (306) 694-0023
Fax: (306) 694-1991 Email: mjsenior@sasktel.net

May 8, 2019

Dear Mayor Fraser Tolmie and Council Members;

The representatives of Moose Jaw & District Seniors Association Inc (MJDSA) would like to address the Mayor and Council at the May 27, 2019 City Council Meeting.

Our Association is facing growing financial difficulties. This financial uncertainty is having an impact on our ability to create revenue through rentals and programs as people are questioning if the facility will be available in the future.

The MJDSA is facing more immediate financial crisis, with only enough savings left for approximately 6 months of expenses. Compounding this is the lack of designated parking for the Centre. This has always been a concern and has only increased with the recent parking meter increases. As parking costs go up, more and more people are unable to afford to participate in our programs. The MJDSA has been without a lease since 2011 and have been unsuccessful in attempts to negotiate one with the City. As you are aware, we have been trying to resolve this for the past 5 years.

We would like to open dialogue to address these issues. We acknowledge that this may be referred to administration but we ask that elected officials (**preferably ALL of you**) be involved in those discussions.

We have attached the audited financial statements for the last 4 years for the Moose Jaw & District Seniors Association.

Moose Jaw & District Seniors Association INC
510 Main Street N
Moose Jaw, SK
S6H 3K3
(306) 694-4223
mjsenior@sasktel.net

FINANCIAL STATEMENTS

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

Moose Jaw, Saskatchewan

December 31, 2016

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2016

ASSETS

	2016 $	2015 $
CURRENT ASSETS		
Cash	605	605
Bank	12,317	37,993
GST receivable	316	0
Conexus Credit Union membership	15	15
Equity - Conexus Credit Union	134	130
Inventory	2,069	2,069
	15,456	40,812
CAPITAL ASSETS (note 2)	65,969	82,295
INVESTMENTS (note 3)	131,454	30,917
	212,879	154,024

LIABILITIES

CURRENT LIABILITIES		
Wages payable	0	98
Deferred membership revenue	8,050	7,473
	8,050	7,571

FUND BALANCES

INVESTED IN CAPITAL ASSETS (note 2)	65,969	82,295
RESERVES (note 3)	131,454	30,917
FUND BALANCE	7,406	33,241
	204,829	146,453
	212,879	154,024

APPROVED ON BEHALF OF THE BOARD:

Director

Director

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED DECEMBER 31, 2016

	2016 $	2015 $
REVENUE		
Catering and cafeteria - net, page 7	3,988	(3,276)
Fundraising	84,242	82,369
Program activities	26,941	26,312
Memberships	20,298	22,142
Rental of facilities	10,088	9,763
Donations	45,361	32,254
Interest	2,294	1,921
Expense recovery and commissions	2,705	2,338
Recovery - sublet space	9,793	17,519
Grants	19,077	20,065
	224,787	211,407
EXPENDITURE, per schedule, page 8	255,127	236,027
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE FOR THE YEAR	(30,340)	(24,620)
FUND BALANCE - beginning of year	33,241	11,210
Investment account - line of credit interest	(248)	0
Proceeds from surrender of insurance policy	106,521	0
Loan proceeds from insurance policy	0	50,000
Purchase of capital assets	0	(3,349)
Transfer to reserves	(101,768)	0
FUND BALANCE - end of year	7,406	33,241

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2016

	2016 $	2015 $
SOURCES OF CASH		
Operating income	321,691	318,874
Investment income	2,294	1,921
Grants	19,077	20,065
Donations	45,361	32,254
Non-cash working capital component	107,098	59,262
	495,521	432,376
USES OF CASH		
Operating expenses	212,799	207,016
Facility expenses	112,594	107,711
Administration expenses	93,370	83,007
Non-cash working capital component	102,434	12,701
	521,197	410,435
NET INCREASE (DECREASE) IN CASH	(25,676)	21,941
CASH - BEGINNING OF YEAR	38,598	16,657
CASH - END OF YEAR	12,922	38,598

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

1. SIGNIFICANT ACCOUNTING POLICIES

The Moose Jaw and District Senior Citizens Association Inc. is a charitable corporation incorporated in 1989 under the Non-Profit Corporations Act of Saskatchewan. Its purpose if to provide facilities, recreation, social services and information to persons of age 55 and older and their spouses (if younger), residing in the City of Moose Jaw and surrounding district. The corporation is also a registered charity within the meaning of The Income Tax Act.

CAPITAL ASSETS

Capital assets are recorded at cost. When capital assets are sold, if the original cost is not known, the assets are removed at selling price. Amortization of capital assets is recorded on a straight line basis over the estimated useful life of the assets at the following rates:

Leasehold improvements	20 years
Furnishings, fixtures and equipment	10 years

INVENTORY

Inventory of kitchen and catering supplies is recorded at cost.

INVESTMENTS

Investments are valued at fair maket value.

2. CAPITAL ASSETS

	Cost $	Accumulated amortization $	2016 $	2015 $
Furnishings, fixtures and equipment	161,521	156,181	5,340	7,292
Leasehold improvements	287,509	226,880	60,629	75,003
	449,030	383,061	65,969	82,295

INVESTED IN CAPITAL ASSETS

	2016 $	2015 $
Balance - beginning of year	82,295	95,272
Add: purchase of capital assets	0	3,349
Deduct: amortization of capital assets	(16,326)	(16,326)
Balance - end of year	65,969	82,295

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

3. RESERVES

Purpose of Reserve	2016 $	2015 $
Future premises maintenance	9,000	9,000
Future recreation equipment replacement	4,000	4,000
Office equipment replacement and computer acquisition	2,000	2,000
Unspecified	116,454	15,917
	131,454	30,917

4. CASH

	2016 $	2015 $
Cash on hand	605	605
Bank - general	11,087	42,469
Bank - bingo	1,187	12
Bank - lottery	34	8
Bank - capital	22	22
RBC Dominion Securites	(13)	(4,518)
	12,922	38,598

FINANCIAL STATEMENTS

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

Moose Jaw, Saskatchewan

December 31, 2017

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2017

ASSETS

	2017 $	2016 $
CURRENT ASSETS		
Cash	605	605
Bank	15,607	12,317
GST receivable	217	316
Conexus Credit Union membership	15	15
Equity - Conexus Credit Union	134	134
Inventory	3,467	2,069
	20,045	15,456
CAPITAL ASSETS (note 2)	49,642	65,969
INVESTMENTS (note 3)	83,386	131,454
	153,073	212,879

LIABILITIES

CURRENT LIABILITIES		
Wages payable	527	0
Deferred membership revenue	6,180	8,050
	6,707	8,050

FUND BALANCES

INVESTED IN CAPITAL ASSETS (note 2)	49,642	65,969
RESERVES (note 3)	83,386	131,454
FUND BALANCE	13,338	7,406
	146,366	204,829
	153,073	212,879

APPROVED ON BEHALF OF THE BOARD:

Director

Director

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
REVENUE		
Catering and cafeteria - net, page 7	(707)	3,988
Fundraising	89,398	84,242
Program activities	25,107	26,941
Memberships	20,655	20,298
Rental of facilities	6,958	10,088
Donations	12,581	45,361
Interest	1,495	2,294
Expense recovery and commissions	3,202	2,705
Recovery - sublet space	15,369	9,793
Grants	20,065	19,077
	194,123	224,787
EXPENDITURE, per schedule, page 8	243,191	255,127
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE FOR THE YEAR	(49,068)	(30,340)
FUND BALANCE - beginning of year	7,406	33,241
Investment account - line of credit interest	0	(248)
Proceeds from surrender of insurance policy	0	106,521
Transfer from (to) reserves	55,000	(101,768)
FUND BALANCE - end of year	13,338	7,406

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
SOURCES OF CASH		
Operating income	322,538	321,691
Investment income	1,495	2,294
Grants	20,065	19,077
Donations	12,581	45,361
Non-cash working capital component	55,626	107,098
	412,305	495,521
USES OF CASH		
Operating expenses	209,127	212,799
Facility expenses	111,778	112,594
Administration expenses	84,842	93,370
Non-cash working capital component	3,268	102,434
	409,015	521,197
NET INCREASE (DECREASE) IN CASH	3,290	(25,676)
CASH - BEGINNING OF YEAR	12,922	38,598
CASH - END OF YEAR	16,212	12,922

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2017

1. SIGNIFICANT ACCOUNTING POLICIES

The Moose Jaw and District Senior Citizens Association Inc. is a charitable corporation incorporated in 1989 under the Non-Profit Corporations Act of Saskatchewan. Its purpose if to provide facilities, recreation, social services and information to persons of age 55 and older and their spouses (if younger), residing in the City of Moose Jaw and surrounding district. The corporation is also a registered charity within the meaning of The Income Tax Act.

CAPITAL ASSETS

Capital assets are recorded at cost. When capital assets are sold, if the original cost is not known, the assets are removed at selling price. Amortization of capital assets is recorded on a straight line basis over the estimated useful life of the assets at the following rates:

Leasehold improvements	20 years
Furnishings, fixtures and equipment	10 years

INVENTORY

Inventory of kitchen and catering supplies is recorded at cost.

INVESTMENTS

Investments are valued at fair maket value.

2. CAPITAL ASSETS

	Cost $	Accumulated amortization $	2017 $	2016 $
Furnishings, fixtures and equipment	161,521	158,134	3,387	5,340
Leasehold improvements	287,509	241,254	46,255	60,629
	449,030	399,388	49,642	65,969

INVESTED IN CAPITAL ASSETS

	2017 $	2016 $
Balance - beginning of year	65,969	82,295
Deduct: amortization of capital assets	(16,327)	(16,326)
Balance - end of year	49,642	65,969

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2017

3. RESERVES

Purpose of Reserve	2017 $	2016 $
Future premises maintenance	9,000	9,000
Future recreation equipment replacement	4,000	4,000
Office equipment replacement and computer acquisition	2,000	2,000
Unspecified	68,386	116,454
	83,386	131,454

4. CASH

	2017 $	2016 $
Cash on hand	605	605
Bank - general	15,532	11,087
Bank - bingo	26	1,187
Bank - lottery	27	34
Bank - capital	22	22
RBC Dominion Securites	0	(13)
	16,212	12,922

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

SCHEDULE OF CATERING AND CAFETERIA OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
Revenue from catering and cafeteria sales	161,849	167,624
Expenditure		
Food products	76,049	77,460
Wages and benefits	81,568	81,526
Non-food supplies	3,815	3,526
Equipment rental	1,124	1,124
	162,556	163,636
Net income (loss) for the year	(707)	3,988

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

SCHEDULE OF EXPENDITURE

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
FACILITIES		
Administration fees	2,242	2,208
Contracted caretaking	24,848	24,866
Utilities	50,101	52,141
Insurance	8,563	10,956
Lease	1	1
Maintenance and supplies	24,465	20,393
Wages and benefits	1,558	2,029
	111,778	112,594
ADMINISTRATION		
Advertising	964	1,011
Professional fees	3,135	3,135
Memberships, subscriptions and fees	3,829	3,231
Office expense	5,489	8,361
Bank charges	131	224
Telephone	2,975	2,842
Liability insurance	1,500	1,500
Wages and benefits	65,525	71,766
Workers' compensation	1,294	1,300
	84,842	93,370
FUNDRAISING	40,463	41,944
PROGRAM ACTIVITIES	6,108	7,219
	243,191	255,127

Moose Jaw and District Senior Citizens Association Inc

Financial Statements

December 31, 2018

Moose Jaw and District Senior Citizens Association Inc

Statement of Financial Position

December 31, 2018

	Note	2018	2017
Assets			
Current Assets			
Cash on hand	2.c.(3).	**605**	605
Bank Accounts	2.c.(3).	**6,408**	15,607
GST Receivable		**-**	217
Conexus credit union membership		**15**	15
Equity - Conexus credit union		**134**	134
Inventory	2.d.	**3,214**	3,467
Total Current Assets		**10,376**	20,045
Investments	(2).	**41,605**	83,386
Capital Assets	(4).	**39,668**	49,642
Total Assets		**$ 91,649**	$ 153,073

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Financial Position

December 31, 2018

Liabilities and Shareholders' Equity			
Current Liabilities			
Wages payable		15	527
GST payable		487	-
Deferred membership revenue	2.f.	9,120	6,180
Total Current Liabilities		9,622	6,707
Fund Balances			
Reserve Fund		41,604	83,386
Capital Fund		39,668	49,642
General Fund		755	13,338
Total Equity		82,027	146,366
Total Liabilities and Equity		$ 91,649	$ 153,073

Approved on Behalf of the Board:

Joan D Jackson

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of General Fund Operations and Changes in Fund Balance

For the Year Ended December 31, 2018

	2018	2017
REVENUE		
Net kitchen revenue(schedule,p.g. 9)	$ 8,542	$ (706)
Fundraising	81,360	89,398
Program activities	26,559	25,107
Memberships	18,890	20,655
Rental of facilities	7,575	6,958
Donations	17,139	12,581
Interest income	1,482	1,495
Expense recovery/commissions	2,966	3,202
Recovery -sublet	17,360	15,369
Grants	29,065	20,065
Other	484	-
Total Revenue	211,422	194,124
EXPENDITURES (schedule p.g.10)		
Administration	92,529	85,049
Facilities	121,386	111,572
Fundraising	34,482	40,463
Program activities	5,306	6,108
Total Expenditures	253,703	243,192
Excess (Deficiency)of revenue over expenditure	(42,281)	(49,068)
Fund Balance - beginning	13,338	7,406
Interfund transfers	35,000	55,000
Asset changes	(5,302)	-
Excess(Deficiency) of revenue over expenditure	(42,281)	(49,068)
Fund Balance - end of year	$ 755	$ 13,338

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Capital Fund Operations and Changes in Fund Balance

For the Year Ended December 31, 2018

	2018	2017
Fund Balance - beginning	$ 49,642	$ 65,969
Amortization of Capital Assets	(15,276)	(16,327)
Asset changes	5,302	-
Fund Balance - end of year	$ 39,668	$ 49,642

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Reserve Fund Operations and Changes in Fund Balance

For the Year Ended December 31, 2018

	2018	2017
Fund Balance - beginning	$ 83,386	$ 131,454
Interfund transfer - general fund	(35,000)	(55,000)
Investment return	(6,782)	6,932
Fund Balance - end of year	$ 41,604	$ 83,386

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Cash Flows

For the Year Ended December 31, 2018

	Note	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES:			
Revenue excess (deficiency) for the period		(42,281)	(49,075)
Amortization of capital assets		15,276	16,327
Increase (decrease) in GST		(1,083)	99
Increase (decrease) in inventories		253	(1,398)
Increase (decrease) in wages payable		514	527
Increase (decrease) in unearned memberships		2,875	(1,870)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		(24,446)	(35,390)
CASH FLOWS FROM INVESTING ACTIVITIES:			
Increase (decrease) in investments		(6,782)	5,932
Payments to acquire capital assets		(5,302)	-
Interest earned on investments		326	-
NET CASH USED BY INVESTING ACTIVITIES		(11,758)	5,932
CASH FLOWS FROM FINANCING ACTIVITIES:			
Interfund transfers		27,005	32,748
OTHER ACTIVITIES:			
Net cash increase (decreases) in cash and cash equivalents		(9,199)	3,290
Cash and cash equivalents at beginning of period		16,361	13,071
Cash and cash equivalents at end of period		$ 7,162	$ 16,361

Cash and cash equivalents consist of the following:

Cash	7,013	16,212
Conexus membership and equity	149	149
	$ 7,162	$ 16,361

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

For the Year Ended December 31, 2018

Schedule of Kitchen Revenue and Expenditures

	2018	2017
REVENUE - KITCHEN		
Kitchen	**123,001**	138,152
Catering	**27,263**	23,697
Total Revenue from Kitchen	**150,264**	161,849
EXPENDITURES - KITCHEN.		
Food	**65,826**	76,049
Wages and benefits	**72,851**	81,568
Equipment rental	**355**	1,124
Non-food supplies	**2,690**	3,814
Expenditures from Kitchen	**141,722**	162,555
Net Kitchen (loss) revenue	**$ 8,542**	$ (706)

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

For the Year Ended December 31, 2018

Schedule of General Fund Expenditures

	2018	2017
ADMINISTRATION		
Advertising	$ 2,045	$ 964
Professional fees	3,219	3,135
Membership, subscriptions and fees	5,922	3,964
Office expense	7,681	5,561
Bank charges	-	131
Telephone	2,910	2,975
Liability insurance	2,055	1,500
Wages and benefits	67,715	65,525
Workers' compensation	981	1,294
FACILITIES		
Administration fees	2,242	2,242
Contracted caretaking	24,848	24,848
Utilities	55,476	49,244
Insurance	11,368	8,563
TV and Internet	771	637
Maintenance	23,369	23,437
Wages and Benefits	2,707	1,558
Security	605	1,043
FUNDRAISING		
Fundraising	34,482	40,463
PROGRAM ACTIVITIES		
Program activities	5,306	6,108
Total expenditures	$ 253,702	$ 243,192

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(1). Status and purpose of organization

Moose Jaw and District Association Inc. is a not-for-profit charitable organization incorporated on February 16, 1989 in the Province of Saskatchewan. Its purpose is to provide facilities, recreations, social services and information to persons of age 50 and older and their spouses (if younger), residing in the City of Mooose Jaw and surrounding district. The corporaton is also a registered charity within the meaning of the Income Tax Act.

(2). Significant Accounting Policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook and iclude the following signficant accounting policies.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(2). Significant Accounting Policies

2.a. Fund accounting and revenue recognition

The Association follows the deferral method of accounting for contributions. The Association maintains its accounts in accordance with the restrictions on the use of resources as designated by donors or the board of directors.

Contributions are recorded as revenue when received or receivable except when the donor has specified that they are intended for a specific use or for use in a future period, in which case they are deferred and recognized in the period the related expenses are incurred. Contributions are recognized when receivable if the amounts can be reasonably estimated and collection is reasonably assured. Donations are recognized when received, pledges receivable are not recorded.

Contributions restricted for the purchase of captial assets at the fair value of contributed capital assets are deferred and amortized to revenue on a basis consistent with the amortization of the capital assets acquired.

When the Association is the named beneficiary under various wills, life insurance policies and trust agreements; proceeds are recorded as revenue when the amounts are received.

For fund accounting purposes, the accounts have been classified into the following funds:

(i) General Fund

The General Fund comprises revenues and expenses relating to the kitchen, fundraising, program activities, memberships, rental of facilities, donations and grants.

(ii) Capital Fund

The Capital Fund recognizes resources that the Association has invested in capital assets. The amortization of captial assets and deferred captial contributions are recorded in this fund.

(iii) Reserve Fund

The Reserve Fund comprises income designated by donors and the board of directors. Investment income earned by the funds is recorded on an accrual basis. Investments are recorded at fair value at each financial statement date with unrealized gains and losses recorded in investment income.

2.b. Contributed services

The Association receives assistance from volunteers to assist in the Association carrying out its administration and program activities. Due to the difficulty in determining their fair value at the date of contribution, these contributed services are not recognized in these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(2). Significant Accounting Policies

2.c. Cash and cash equivalents

Cash and cash equivalents includes restricted and unrestricted cash on hand and short-term deposits which are highly liquid with original maturities of less than three months at the date of acquisition.

2.d. Inventories

Inventory consists of kitchen and catering supplies is stated at the lower of cost and net realizable value. Cost is determined on a specific identification basis.

2.e. Capital assets

Capital assets are recorded at cost less accumulated amortization. Amortization is calculated using the straight-line method over estimated useful lives ranging from 10 to 20 years.

Leasehold improvements	20 years
Furnishings, fixtures and equipment	10 years

When capital assets are sold, if the original cost is unknown, the assets are removed at the selling price.

Amortization at December 31, 2018 was $ 15,276 (2017 - $ 16,327).

2.f. Deferred membership revenue

Membership fee revenue represents annual membership fees paid by the Association's members. The Association recognizes membership fees for the period in which they are applied to any unearned portion is represents amounts paid in advance. As at the end of 2018, this was the equivalent of 152 memberships.

2.g. Financial instruments

The Association's financial instruments consist of cash, investments and accounts payable and accrued liabilities.

Financial instruments are recorded at fair value on initial recognition. Instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless managment has elected to carry the instruments at fair value. The Association has elected to carry all investments at fair value.

Financial assets recorded at amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. .

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(2). Significant Accounting Policies

2.h. Allocation of expenses

Expenses are recorded and reported by programs and services. Other administrative costs are not allocated. Certain employees perform administrative, fundraising, program functions: as a result wages and benefits are allocated to the different areas for reporting purposes. The management wages and benefits are allocated to Administration, maintenance wages and benefits to Facilities and kitchen personnel to Net Kitchen revenue.

2.i. Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of fair value of non-cash donations and the determination of useful lives of property and equipment for calculating amortization. Actual results could differ from those estimates.

(3). Cash and cash equivalents

	2018	2017
Cash on hand	605	605
Bank -general	5,959	15,532
Bank - bingo	117	26
Bank - lottery	3	27
Bank - capital	329	22
Conexus share capital	15	15
Conexus redeemable equity	134	134
Total	$ 7,162	$ 16,361

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(4). Capital assets

Cost less accumulated amortization- net book value by period

Capital assets consist of the following:

			2018	2017
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Furnishings, fixtures and equipment	166,823	(159,036)	7,787	3,387
Leasehold improvements	287,509	(255,628)	31,881	46,255
Total	$ 454,332	$ (414,664)	$ 39,668	$ 49,642

(5). Comparative figures

The current year financial statements contain comparative financial statements minor differences are contained in there have been minor adjustments in Administration and Facilities expenditures to reflect more accurate classiication of expenditures.

(6). Going concern

These financial statements have been prepared on a going concern basis which contemplates the realization of assets and the payment of liabilities in the ordinary course of business. Should the Association be unable to continue as a going concern, it may be unable to realize the carrying value of its assets and to meet its liabilities as they become due.

The Association's ability to continue as a going concern is dependent upon its ability to obtain grants and funding to satisfy its operating costs.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(7). Membership Structure

The organization has 4 classes of membership:

Regular - persons 50 years of age or over, or a member's spouse who has not attained the age of 50 years of age, shall be eligible for regular membership.

Life - persons who have donated $1,000 or more to the association

Honorary - honorary membership may be granted by a vote of the general memberhip to persons who have performed distinguised service to the association

Associate - associate membership maybe granted by the Board of Directors to persons of special circumstances such as but not excluded to widows, widowers and other.

	2018	2017	2016	2015	2014	2013
Regular members	362	370	365	398	451	530
Lifetime members	24					

Dear Mayor and Council (to address the Mayor and Council at the May 27, 2019 council meeting)

We at the Cosmo Senior Citizens' Centre are sympathic to and can relate to the extreme financial difficulties of Timothy Eaton's, and our own financial difficulties facing us and our fight to keep our senior centres open.

We are also delighted that we have contributed back to the economy of our fair city by increasing its revenue as we continue to rent out our facility for weddings, anniversaries, special events, birthday celebrations, which bring in people from all over Canada and just recently from the British Isles.

As with the Timothy Eaton Centre we are using due diligence to maintain our facilities, unfortunately, very large unexpected expenses, rising costs for utilities, groceries, and the like, are depleting our reserves more quickly than anticipated.

We realize that the city has a huge responsibility in subsidizing other complexes such as Mosaic Place, Yara, Mae Wilson Theatre, the Library etc., and all we ask is to be given the same consideration financially, and help give us the opportunity to stay viable and relevant for our seniors, and to do our part in continuing to help the city's economy.

Respectfully,

William Smith, President
Cosmo Senior Citizens' Centre

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Financial Position

December 31, 2016

(Unaudited)

	2016	2015
ASSETS		
CURRENT		
Cash	$ 14,965	$ 10,801
Term deposits *(Note 4)*	68,350	67,079
	$ 83,315	$ 77,880
NET ASSETS	$ 83,315	$ 77,880

ON BEHALF OF THE BOARD

Director

Director

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2016

(Unaudited)

	2016	2015
NET ASSETS - BEGINNING OF YEAR	$ 77,881	$ 101,389
Excess of revenues over expenses	5,434	(23,509)
NET ASSETS - END OF YEAR	$ 83,315	$ 77,880

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Revenues and Expenditures

For the Year Ended December 31, 2016

(Unaudited)

	2016	2015
REVENUES		
Activities	$ 24,315	$ 30,310
Cosmo dances/bar	19,431	23,060
Kitchen	34,384	29,934
Donations	1,370	5,795
Membership	5,060	5,880
Rentals	34,488	30,719
Grants	16,148	22,700
Interest income	1,445	2,070
Expense recoveries	4,530	-
	141,171	150,468
EXPENSES		
Professional fees	1,450	1,450
Salaries and wages	51,553	54,625
Telephone	1,618	1,561
Utilities	14,028	15,885
Office	6,276	4,925
Miscellaneous	898	2
Advertising and promotion	-	44
Cosmo dances	11,015	12,735
Insurance	6,729	6,380
Kitchen	17,232	22,541
Rent - City of Moose Jaw	1	1
Rental refunds	6,750	5,798
Building repairs	16,497	45,351
Supplies	1,401	2,679
Interest and bank charges	289	-
	135,737	173,977
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 5,434	$ (23,509)

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Individual Revenue and Expense Account Summaries

Year Ended December 31, 2016

(Unaudited)

	2016	2015
Activities Revenue		
Bridge	$ 2,270	$ 2,767
Canasta	3,453	3,361
Cribbage	704	424
Jam Session	4,333	4,922
Miscellaneous	1,715	1,691
Billiards	915	1,073
Shuffleboard	3,307	3,947
Whist	1,897	765
Fundraising	2,647	8,084
Lottery	3,074	3,276
	$ 24,315	$ 30,310
Utilities		
Power and energy	$ 12,894	$ 13,870
Water	1,134	2,015
	$ 14,028	$ 15,885

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2016

(Unaudited)

	2016	2015
OPERATING ACTIVITY		
Excess (deficiency) of revenues over expenses	$ 5,434	$ (23,509)
INCREASE (DECREASE) IN CASH FLOW	5,434	(23,509)
Cash - beginning of year	77,881	101,390
CASH - END OF YEAR	$ 83,315	$ 77,881
CASH CONSISTS OF:		
Cash	$ 14,965	$ 10,801
Term deposits	68,350	67,080
	$ 83,315	$ 77,881

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Financial Position

December 31, 2018

(Unaudited)

	2018	2017
ASSETS		
CURRENT		
Cash	$ 7,580	$ 13,062
Term deposits *(Note 4)*	64,823	69,136
	$ 72,403	$ 82,198
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	$ 1	$ 1
Short term debt *(Note 5)*	24,542	43,173
	24,543	43,174
NET ASSETS	47,860	39,024
	$ 72,403	$ 82,198

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2018

(Unaudited)

	2018	2017
NET ASSETS - BEGINNING OF YEAR	$ 39,024	$ 83,315
EXCESS OF REVENUES OVER EXPENSES	8,836	(44,291)
NET ASSETS - END OF YEAR	$ 47,860	$ 39,024

ON BEHALF OF THE BOARD

Director

Director

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Revenues and Expenditures

Year Ended December 31, 2018

(Unaudited)

	2018	2017
REVENUES		
Activities	$ 18,877	$ 19,448
Cosmo dances/bar	19,628	18,106
Donations	7,300	6,960
Grants	32,018	31,602
Rentals	33,161	36,869
Kitchen	31,995	37,594
Membership	4,881	5,570
Interest income	939	937
	148,799	157,086
EXPENSES		
Professional fees	1,515	1,485
Salaries and wages	52,148	50,705
Telephone	1,440	1,637
Utilities	14,269	13,365
Office	2,910	3,269
Miscellaneous	379	335
Advertising and promotion	574	94
Cosmo dances	10,703	11,229
Insurance	1,907	7,654
Kitchen	15,484	17,147
Rent - City of Moose Jaw	1	1
Rental refunds	4,662	4,675
Building repairs	30,197	87,479
Supplies	2,774	1,470
Interest and bank charges	1,000	832
	139,963	201,377
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 8,836	$ (44,291)

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2018

(Unaudited)

	2018	2017
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	$ 8,836	$ (44,291)
Change in non-cash working capital:		
Accounts payable	(1)	1
Cash flow from (used by) operating activities	8,835	(44,290)
FINANCING ACTIVITY		
Short term debt	(18,630)	43,173
DECREASE IN CASH FLOW	(9,795)	(1,117)
Cash - beginning of year	82,198	83,315
CASH - END OF YEAR	$ 72,403	$ 82,198
CASH CONSISTS OF:		
Cash	$ 7,580	$ 13,062
Term deposits	64,823	69,136
	$ 72,403	$ 82,198

4. TERM DEPOSITS

Term deposits for the organization are as follows:

	2018	2017
3 Year Term Bonus Builder term deposit maturing March 11, 2018. The interest rate is 1.30% and is paid annually.	$ -	$ 5,118
3 Year Non - Redeemable term deposit maturing July 19, 2021. The interest rate is 3.30% and is paid annually.	12,119	11,982
3 Year Term Bonus Builder term deposit maturing October 18, 2019. The interest rate is 1.70% and is paid annually.	28,374	28,065
5 Year Term Bonus Builder term deposit maturing March 11, 2020. The interest rate is 1.35% and is paid annually.	24,330	23,971
	$ 64,823	$ 69,136

5. SHORT TERM DEBT

The organization has a $50,000 revolving line of credit of which $24,542 was used as at December 31, 2018. Bank advances on the credit line are payable on demand and bears interest at 5.20%.

6. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

See notes to financial statements

CITY OF MOOSE JAW
City Clerk/Solicitor's Department

Memo

DATE: **June 5, 2014** **File: 500-3**

TO: **Matt Noble**
City Manager

FROM: **Myron Gulka-Tiechko**
City Clerk/Solicitor

RE: **Ongoing Content review of Immigration portal – City Website**

You may recall that the Clerk/Solicitor's Department last quarterly report noted that the Immigration portal on the City website went live at the end of March, 2014.

This was the culmination of an almost two year effort. The provincial government provided grant funding in the amount of $20,800 to assemble the content. This was part of a provincial strategy to encourage all larger municipalities to have up-to-date information available to potential immigrants to the province. As the City of Moose Jaw does not have program staff with competency in this area, the Clerk's Office contracted with the Moose Jaw Multicultural Council Inc. (MJMC) to assemble the necessary content and work with the City's webmaster to post the information. The MJMC contracted an outside researcher to prepare the necessary materials.

Part of the provincial expectation for this program is that the immigration portal be reviewed on a regular basis to ensure that core information remained current. Again, because the City does not have in house expertise in this area, the MJMC was contacted to determine their willingness to undertake a regular review. Discussion with the Executive Director of the MJMC resulted in a verbal agreement that MJMC would be willing to take on the project on a quarterly review basis for a fee of $500 per quarter.

My purpose in writing is to request permission to formalize this arrangement by way of a letter agreement as well as to obtain approval for a source of funding for 2014.

The City has an ongoing relationship with the MJMC including two financial commitments. First, the City contracts with the MJMC to manage Happy Valley Park at a current annual cost of $8,725 which is funded from account #161.6714 Parks – Happy Valley. Second, the City pays an annual grant to the MJMC essentially as a means to compensate them for taxable space they use. The 2014 amount was $4,073. This contribution is paid out of Third Party Funding Account# 164.6776. This is a large account from which grants are channeled to external third party groups including, for example, Tourism Moose Jaw.

.../2

It is proposed that funding for the remaining three quarters of 2014 come from this third party account ($1,500). It is also proposed that an amount of $2,000 be allocated to this budget for 2015 to create an on-going funding source. We would expect to review the immigration site maintenance matter later in 2015 to determine whether to continue such support.

In conclusion, may we have your approval to proceed on this basis, particularly with respect to the funding for 2014 on an overage basis?

Yours truly,

Myron Gulka-Tiechko
City Clerk/Solicitor
/hw

cc: Jody Hauta, Director of Parks and Recreation

P:\Clerks\2006\CITY HALL BUILDING - 500\-2 City Of MJ Web Site\2014\Memo To City Manager Re Ongoing Content Review Of Immigration Portal On Website.Doc

THIS AGREEMENT MADE THIS 18 DAY OF December, 2012.

BETWEEN:

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW

(the "City")

AND:

THE MOOSE JAW MULTICULTURAL COUNCIL INC.

(the "Council")

WHEREAS the City wishes to provide a user friendly portal to provide information to potential immigrants on community services, cultural contacts and overall amenities; and

AND WHEREAS the Council is willing to provide the services of a contract researcher to facilitate the development of content for a user friendly "Immigration" search of the City's website.

NOW THEREFORE the parties, in consideration of the premises, covenants and stipulations, hereby covenant and agree as follows:

1. The Council shall hire a researcher on a six month term contract to provide the Project Services set out below. The Council shall be solely responsible to recruit and supervise the researcher appointed to this term contract.

2. The goal of the project is to provide relevant and easily understood information for inclusion on the City's website. The "Project Services" to be undertaken by the researcher includes, but is not limited to, the following:
   - (a)(i) During the first two months meet with City webmaster to become familiar with the City's existing website design and become acquainted with existing resources and services already available on the website;
   - (ii) Review existing websites of other municipalities to determine the information content/type used in other model immigration sites;
   - (iii) Meet with the Council and a cross section of Moose Jaw groups consisting of or representing newcomers and immigrants to Canada to become familiar with

existing resources and typical concerns of newcomers in order to fully scope the content parameters for an ideal Immigration section;

(b)(i) In the second two month segment to begin developing a comprehensive list of services and amenities and to also assemble pictorial profiles of immigrant group experiences and activities, posting summaries and pictures to which immigrants might relate;

(ii) A detailed and expansive listing of contacts and cultural communities will be developed;

(iii) A similar listing of professional resources, community profile and resources will be developed;

(c)(i) During the final two months the website content will be expanded to include representative "stories" of recent immigrants, highlighting their Moose Jaw experience;

(ii) Frequently Asked Questions from Immigrants (FAQ's) will also be developed for inclusion on the website.

3. The Council will provide the City with a monthly report of activities undertaken by the researcher and will also provide a final report at the end of the term appointment summarizing the work undertaken and notable achievement. This will be shared with the Provincial Government. The Council will also make reports available to the City's Cultural Diversity Advisory Committee.

4. The City will pay the Council the sum of $20,800.00 to provide the Project Services. $10,400.00 will be paid on signing. The remaining $10,400.00 will be paid at the mid-point of the contract. It is understood and agreed that the researcher will be paid a maximum of $19,300.00 over a six month period inclusive of salary and all benefits. The remaining $1,500.00 is available to cover computer rental, miscellaneous supplies and services as well as a review of the website by a language editor to ensure appropriate levels of English are being used for site content.

5. The Council agrees to provide a monthly accounting statement itemizing the salary and benefits paid to the employee and any expenses incurred. Further, if there are unallocated

monies remaining at the end of the term project, these monies shall be returned to the City.

6. The term of this Agreement shall run from January 30, 2013 to July 31, 2013 unless agreed otherwise by the parties in writing.

7. It is agreed that any intellectual property rights which may accrue during the course of this website development shall accrue to the benefit of the City.

8. Notices under this Agreement must be in writing and delivered personally or by fax as follows:

To the City:
The City of Moose Jaw
228 Main Street North
Moose Jaw SK S6H 3J8
Fax: (306) 694-4528
Attention: City Clerk/Solicitor

To the Council:
The Moose Jaw Multicultural Council
60 Athabasca Street East
Moose Jaw SK S6H 0L2
Fax: (306) 694-0477
Attention: Executive Director

9. Indemnification

(a) The Council shall indemnify and save harmless the City from any and all costs, losses, damages, judgments, claims, demands, suits, action or other proceedings arising from anything done or omitted to be done by the Council in connection with the services.

(b) The City shall indemnify and save harmless the Council from any and all costs, losses, damages, judgments, claims, demands, suits, action or other proceedings

arising from anything done or omitted to be done by the City in connection with the services.

10. Choice of Law

This Agreement shall be governed and construed according to the laws in force in Saskatchewan.

11. Force Majeure

If either party is prevented from fulfilling its obligations under this Agreement due to any disability, strike, lock out, riot, fire invasion, tornado, cyclone, flood, act of God, the Queen's enemies or any other cause beyond the party's reasonable control (except lack of finances), the party will not be liable for the non-fulfillment of its obligations and the other party will not be liable for its concomitant obligations during such time.

12. Entire Agreement

This Agreement constitutes the entire Agreement between the parties and except as otherwise stated herein contains all the representations and warranties of the respective parties.

13. Survival

The covenants in this section and section 7 will survive and continue to bind each party after any termination of the remaining covenants of this Agreement.

14. No Assignment

Neither party may assign this Agreement in whole or in part without the written consent of the other party.

IN WITNESS WHEREOF the parties hereto have hereunto affixed their corporate seals as attested to by the hands of their proper signing officers on that behalf on the day and year first above written.

(Seal)

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW

MAYOR

CITY CLERK

(Seal)

THE MOOSE JAW MULTICULTURAL COUNCIL INC.

Sharlene Pascoe

Subject: FW: Financial Report from MJRWS
Attachments: Moose Jaw River Watershed Stewards FS 2019 FINAL.pdf

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From: admin@mjriver.ca <admin@mjriver.ca>
Sent: Tuesday, November 5, 2019 3:59:22 PM
To: Darrin Stephanson <DStephanson@moosejaw.ca>
Cc: carmen.kaweski@mjriver.ca <carmen.kaweski@mjriver.ca>
Subject: Financial Report from MJRWS

WARNING, this email originated from outside of the Organization.
Do not click links or open attachments unless you trust the sender and believe the contents are safe.

Hi Darrin, .

Attached is our financial audit for 2018/19 project year.

We are asking the city for $10, 000 again this year.

Thanks,

Carmen Kaweski BSc Hons

Watershed Manager

306-691-3399 office
306-630-5574 cell

Moose Jaw River Watershed Stewards Inc.
#3 - 16 Lancaster Rd. Moose Jaw, SK S6J 1M3

Promoting Environmental Stewardship

FINANCIAL STATEMENTS

Moose Jaw River Watershed Stewards Inc.

Moose Jaw, Saskatchewan

March 31, 2019

BTN

Professional Accountants

MANAGEMENT RESPONSIBILITY STATEMENT

The management of Moose Jaw River Watershed Stewards Inc. is responsible for preparing the financial statements, the notes to the financial statements and other financial information contained in this annual report.

Management prepares the financial statements in accordance with Canadian generally accepted accounting principles The financial statements are considered by management to present fairly the management's financial position and results of operations.

The organization, in fulfilling its responsibilities, has developed and maintains a system of internal accounting controls designed to provide reasonable assurance that management assets are safeguarded from loss or unauthorized use, and that the records are reliable for preparing the financial statements.

The financial statements have been reported on by Benson Trithardt Noren, Professional Accountants, the shareholders' auditors. Their report outlines the scope of their examination and their opinion on the financial statements.

Chairman
August 30, 2019

BTN
Professional Accountants

Benson
Trithardt
Noren Professional Accountants

MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT

To: The Directors of
Moose Jaw River Watershed Stewards Inc.

Opinion

We have audited the financial statements of Moose Jaw River Watershed Stewards Inc., which comprise the statement of financial position as at March 31, 2019, and the statements of operations and net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with ASNPO.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.

Benson
Trithardt
Noren Professional Accountants

MOOSE JAW, SASKATCHEWAN

INDEPENDENT AUDITOR'S REPORT

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of 's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Moose Jaw, Saskatchewan
August 30, 2019

Benson Trithardt Noren
Professional Accountants

Moose Jaw River Watershed Stewards Inc.

STATEMENT OF FINANCIAL POSITION
As at March 31, 2019

	2019	2018
ASSETS		
CURRENT		
Cash	$ 128,455	$ 93,235
Accounts receivable (note 3)	29,057	63,266
Prepaid expenses	4,328	5,974
GST receivable	609	2,934
	162,449	165,409
PROPERTY, PLANT AND EQUIPMENT (note 4)	4,643	6,132
	$ 167,092	$ 171,541
LIABILITIES		
CURRENT		
Accounts payable	$ -	$ 8,834
Unearned revenue (note 5)	29,138	-
Employee deductions payable	3,405	2,277
	32,543	11,111
NET ASSETS	134,549	160,430
	$ 167,092	$ 171,541

APPROVED ON BEHALF OF THE BOARD:

Chairman

Treasurer

See accompanying notes

BTN
Professional Accountants

Moose Jaw River Watershed Stewards Inc.

STATEMENT OF OPERATIONS AND NET ASSETS
For the year ended March 31, 2019

	2019	2018
REVENUES		
Memberships	$ 29,645	$ 23,750
Sask Watershed funding	82,075	97,125
Project funding	65,327	73,156
Donations	55	2,119
Agri-Environmental Group Plan funding	-	50,000
Internship grants	-	16,000
Miscellaneous projects and sundry revenue	1,334	8,137
	178,436	270,287
EXPENDITURES (per schedules)		
Administrative & general	83,062	92,348
Field & project expenses	121,255	179,904
	204,317	272,252
DEFICIENCY OF REVENUES OVER EXPENDITURES FOR THE YEAR	(25,881)	(1,965)
NET ASSETS, BEGINNING OF YEAR	160,430	162,395
NET ASSETS, END OF YEAR	$ 134,549	$ 160,430

See accompanying notes

BTN
Professional Accountants

Moose Jaw River Watershed Stewards Inc.

STATEMENT OF CASH FLOWS
For the year ended March 31, 2019

	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES		
Deficiency of revenues over expenditures for the year	$ (25,881)	$ (1,965)
Item not affecting cash		
Amortization	1,490	2,029
	(24,391)	64
Change in non-cash working capital items		
Accounts receivable	34,209	16,967
Prepaid expenses	1,646	(2,709)
GST receivable	2,325	(1,625)
Accounts payable	(8,835)	6,579
Unearned revenue	29,138	(41,750)
Employee deductions payable	1,128	2,316
	35,220	(20,158)
CASH FLOWS FROM FINANCING ACTIVITY		
Repayment of long term debt	-	(8,473)
NET INCREASE (DECREASE) IN CASH	35,220	(28,631)
CASH, BEGINNING OF YEAR	93,235	121,866
CASH, END OF YEAR	$ 128,455	$ 93,235

See accompanying notes

BTN
Professional Accountants

Moose Jaw River Watershed Stewards Inc.

SCHEDULES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

	2019	2018
SCHEDULE OF ADMINISTRATIVE & GENERAL		
Accounting & Legal	$ 5,492	$ 6,794
Office administrator	13,729	27,785
Administrative travel	732	67
Office supplies	6,348	6,083
Office rent	17,064	16,753
Training and seminars	1,196	2,558
Advertising	4,363	3,270
Directors' meetings & mileage	12,365	10,093
Insurance & registration	7,954	3,835
Interest and bank charges	25	242
Memberships	4,459	4,940
Telephone & Internet	5,633	5,224
Vehicle expenses	2,062	2,675
Bad debt expense	150	-
Amortization	1,490	2,029
	$ 83,062	$ 92,348
SCHEDULE OF FIELD & PROJECT EXPENSES		
Technicians' wages & benefits	$ 115,112	$ 132,282
Mileage & accommodations	2,626	9,458
Project expenses	3,517	38,164
	$ 121,255	$ 179,904

See accompanying notes

BTN
Professional Accountants

Moose Jaw River Watershed Stewards Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

1. NATURE OF OPERATIONS

Moose Jaw River Watershed Stewards Inc. was incorporated under The Non-Profit Corporations Act, 1995 on February 6, 2006 . The corporation is exempt from paying income taxes.

The objectives of the corporation include promoting beneficial management practices that either minimize or mitigate adverse effects on soil, air and or water quality in the Moose Jaw River Watershed, to protect groundwater and community water wells from contamination, to encourage greater involvement of the general public in watershed management practices and to take a planned approach to source water protection within the watershed. The corporation will conduct extension events, develop educational materials and source funding for this purpose.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are detailed as follows:

Revenue recognition
Revenues from government and agency grants are recognized as they are earned. Some grants are related to costs incurred and are recognized on a percentage of completion basis. Grants that are not contingent upon the completion of certain goals or expenditure levels are recognized as they become known. Revenues from donations are recognized upon receipt and memberships are recognized as they are earned. Revenues from project funding are recognized when the project has been completed.

Unearned Revenue
Unearned revenue consists of government and municipal grants and membership fees. The unearned revenue from grants relate to projects that have not been completed at the year end. These revenues will be recognized as earned when the requirements of the funding bodies are met. Memberships are sold on a fiscal year basis, and any receipts paid prior to billing are recognized as unearned revenue.

Use of estimates
The preparation of financial statements in conformity with Canadian generally accepted accounting principals requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the balance sheet date and the reported amounts of revenues and expenses during the reporting period. Estimates include useful life of depreciable assets, percentage of completion of projects and allowance for doubtful accounts. Actual results could differ from those estimates.

Financial Instruments
The organization's financial instruments consist of cash, accounts receivable, prepaid expenses, accounts payable and accrued liabilities. These instruments are initially measured at fair value. Subsequently, the carrying value approximates fair value given their short-term maturities.

Moose Jaw River Watershed Stewards Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES, continued

In-kind Contributions
Some grants that are earned by the organization recognize various costs contributed by the organization. These include facilities, supplies, directors' time and mileage. For purposes of these financial statements, these in-kind contributions are not reported.

Property, plant and equipment
Property, plant and equipment are recorded at cost. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the property, plant and equipment over their estimated useful lives. The annual amortization rates are as follows:

Buildings - shed	10%
Field equipment	30%
Computer equipment	45 & 100%

3. ACCOUNTS RECEIVABLE

	2019	2018
Grants	$ 7,776	$ 49,168
Memberships	17,215	10,032
Revenue Canada payroll	4,066	4,066
	$ 29,057	$ 63,266

Amounts written off to bad debts for the year amounted to $150 (2018 - $100).

Moose Jaw River Watershed Stewards Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

4. PROPERTY, PLANT AND EQUIPMENT

			2019	2018
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Vehicles	$ 28,610	$ 26,607	$ 2,003	$ 2,861
Buildings - shed	1,343	987	356	395
Field equipment	13,016	11,127	1,889	2,361
Computer equipment	5,242	5,204	38	69
Office equipment	1,848	1,491	357	446
Computer software	1,626	1,626	-	-
	$ 51,685	$ 47,042	$ 4,643	$ 6,132

Amortization for the year amounted to $1,490 (2018 - $2,029).

5. UNEARNED REVENUE

	2019	2018
Prepaid Memberships	$ 24,638	$ -
Sask Energy - weed control for 2020	4,500	-
	$ 29,138	$ -

6. CONTRACTS AND COMMITMENTS

The organization earns grants and other income by entering into various contracts. Related to those contracts, the organization has also made various commitments for providing technical expertise and administrative and other services. These commitments are in the normal course of business of the organization.

7. FINANCIAL INSTRUMENTS RISKS AND UNCERTAINTIES

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

Moose Jaw River Watershed Stewards Inc.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2019

7. FINANCIAL INSTRUMENTS RISKS AND UNCERTAINTIES, continued

(a) Fair value
The fair value of current financial assets and current financial liabilities approximates their carrying value due to their short-term maturity dates. The fair value of long-term financial liabilities approximates their carrying value based on the presumption that the organization is a going concern and thus expects to fully repay the outstanding amounts.

(b) Credit risk
The organization does have credit risk in accounts receivable of $29,057 (2018 - $63,266). Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The organization reduces its exposure to credit risk by performing credit valuations on a regular basis; granting credit upon a review of the credit history of the applicant and creating an allowance for bad debts when applicable. The organization maintains strict credit policies and limits in respect to counterparties. In the opinion of management the credit risk exposure to the organization is low and is not material.

City of
Moose Jaw

COMMUNICATION #42

TITLE: Request to Address – Moose Jaw & District Senior Citizens Association Inc. and Cosmo Senior Citizens' Centre

TO: City Council

FROM: City Clerk/Solicitor

DATE: May 15, 2019

PUBLIC: This is a Public Document.

IN-CAMERA: Not applicable to this report.

RECOMMENDATION

1. THAT representatives from the Moose Jaw and District Senior Citizens Association Inc. ("MJDSA") and the Cosmo Senior Citizens Centre (Cosmo) be allowed to address members of City Council; and

2. THAT a decision on financial support to the organizations be a decision of City Council.

TOPIC AND PURPOSE

The purpose of this report is to introduce a request to address City Council on May 27, 2019 regarding the future of the Moose Jaw and District Senior Citizens Association's activity centre and the Cosmo Senior Citizens' Centre. Both organizations are seeking financial support from the City.

BACKGROUND/DISCUSSION

The City has long term arrangements to lease property to both the MJDSA and the Cosmo. The MJDSA Lease Agreement expired in 2011 and the tenancy lease has remained on a year to year tenancy at will basis with the same terms. The MJDSA lease majority of the main floor and the basement of the former Eaton's building in their lease agreement with the City. The Cosmo has a current Lease Agreement dated May 30, 2011 with the City for an initial term of 20 years commencing (and retroactive to) January 1, 2005 and expiring on December 31, 2025 with successive 5 year terms thereafter. The formal rent charged to both organizations is $1 per year.

As occupants of the respective buildings, Cosmo and the MJDSA (main floor and basement) are required to cover the cost of all utilities (water, gas, electricity, telephone). The cost of utilities for each unit and the common areas for the MJDSA and in the absence of separate meters is calculated by engineering calculations of the pro rata share of consumption of each of the units, which includes heat loss calculations, 41% for Unit A and 59% for Unit B. Two commercial tenants and The Moose Jaw Non-Profit Housing Corporation ("MJNPHC"), which own the top two floors, cover the remaining utilities.

The Lease Agreement between the City and MJDSA was established at a $1.00 per year, however, the MJDSA agreed to assume full responsibility for the City's obligations under the Bylaws of the Condominium Corporation and the Management Agreement with the Moose Jaw Housing Authority.

Both organizations receive funding through the Saskatchewan Lotteries Community Grant Program. That history is outlined below.

MJDSA received the following funding over the past five years through the Community Grant Program:

2018 - $20,065.30
2017 - $20,065.30
2016 - $20,065.30
2015 - $20,065.30
2014 - $19,965.49

Cosmo received the following funding over the past five years through the Community Grant Program:

2018 - $6,420.90
2017 - $6.420.90
2016 - $7,408.73
2015 - $6,420.90
2014 - $6,520.71

Summary of the annual funding the City received from Sask Lotteries over the past five years:

2018 - $ 132,431
2017 - $ 132,431
2016 - $ 132,431
2015 - $ 132,431
2014 – $132,431

The process the City uses to adjudicate Sask Lotteries Community Grant Program funding to the Seniors groups is as follows:

- Guidelines set up by Saskatchewan Lotteries state that at least 30% of the overall grant amount must be allocated to target populations such as seniors, indigenous people, persons with disabilities, women, single parent families, etc.

- City policy further directs that two-thirds of the 30% shall be distributed (based on a percentage of membership), between the Cosmo's Senior Citizen Centre and the Moose Jaw and District Seniors Association and the remaining one-third is disbursed in support of other qualifying target group programs.

FINANCIAL IMPLICATIONS

The City currently does not have a source of funding from which to provide potential financial support. Any decision to provide support would require a determination of that matter by City Council.

PRESENTATION

VERBAL: X AUDIO/VISUAL: NONE:

ATTACHMENTS

I. Letter dated May 8, 2019 from Moose Jaw and District Seniors Association Inc.

II. Moose Jaw and District Seniors Association Inc. Financial Statements - 2016, 2017, 2018.

III. Letter from William Smith, President, Cosmo Senior Citizens' Centre.

IV. Cosmo Senior Citizens' Centre Financial Statements - 2016, 2018.

Respectfully Submitted By,

Myron Gulka-Tiechko

Myron Gulka-Tiechko, City Clerk/Solicitor

APPROVAL OF REPORT RECEIVED COMMENTS RECEIVED

Jim Puffalt

Jim Puffalt, City Manager

Fraser Tolmie

_____

Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

#101-510 Main St. N.
Moose Jaw, SK S6H 3K3
Tel: (306) 694-4223 Sports Level: (306) 694-0023
Fax: (306) 694-1991 Email: mjsenior@sasktel.net

May 8, 2019

Dear Mayor Fraser Tolmie and Council Members;

The representatives of Moose Jaw & District Seniors Association Inc (MJDSA) would like to address the Mayor and Council at the May 27, 2019 City Council Meeting.

Our Association is facing growing financial difficulties. This financial uncertainty is having an impact on our ability to create revenue through rentals and programs as people are questioning if the facility will be available in the future.

The MJDSA is facing more immediate financial crisis, with only enough savings left for approximately 6 months of expenses. Compounding this is the lack of designated parking for the Centre. This has always been a concern and has only increased with the recent parking meter increases. As parking costs go up, more and more people are unable to afford to participate in our programs. The MJDSA has been without a lease since 2011 and have been unsuccessful in attempts to negotiate one with the City. As you are aware, we have been trying to resolve this for the past 5 years.

We would like to open dialogue to address these issues. We acknowledge that this may be referred to administration but we ask that elected officials (**preferably ALL of you**) be involved in those discussions.

We have attached the audited financial statements for the last 4 years for the Moose Jaw & District Seniors Association.

Moose Jaw & District Seniors Association INC
510 Main Street N
Moose Jaw, SK
S6H 3K3
(306) 694-4223
mjsenior@sasktel.net

FINANCIAL STATEMENTS

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

Moose Jaw, Saskatchewan

December 31, 2016

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2016

ASSETS

	2016 $	2015 $
CURRENT ASSETS		
Cash	605	605
Bank	12,317	37,993
GST receivable	316	0
Conexus Credit Union membership	15	15
Equity - Conexus Credit Union	134	130
Inventory	2,069	2,069
	15,456	40,812
CAPITAL ASSETS (note 2)	65,969	82,295
INVESTMENTS (note 3)	131,454	30,917
	212,879	154,024

LIABILITIES

CURRENT LIABILITIES		
Wages payable	0	98
Deferred membership revenue	8,050	7,473
	8,050	7,571

FUND BALANCES

INVESTED IN CAPITAL ASSETS (note 2)	65,969	82,295
RESERVES (note 3)	131,454	30,917
FUND BALANCE	7,406	33,241
	204,829	146,453
	212,879	154,024

APPROVED ON BEHALF OF THE BOARD:

Director

Director

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED DECEMBER 31, 2016

	2016 $	2015 $
REVENUE		
Catering and cafeteria - net, page 7	3,988	(3,276)
Fundraising	84,242	82,369
Program activities	26,941	26,312
Memberships	20,298	22,142
Rental of facilities	10,088	9,763
Donations	45,361	32,254
Interest	2,294	1,921
Expense recovery and commissions	2,705	2,338
Recovery - sublet space	9,793	17,519
Grants	19,077	20,065
	224,787	211,407
EXPENDITURE, per schedule, page 8	255,127	236,027
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE FOR THE YEAR	(30,340)	(24,620)
FUND BALANCE - beginning of year	33,241	11,210
Investment account - line of credit interest	(248)	0
Proceeds from surrender of insurance policy	106,521	0
Loan proceeds from insurance policy	0	50,000
Purchase of capital assets	0	(3,349)
Transfer to reserves	(101,768)	0
FUND BALANCE - end of year	7,406	33,241

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2016

	2016 $	2015 $
SOURCES OF CASH		
Operating income	321,691	318,874
Investment income	2,294	1,921
Grants	19,077	20,065
Donations	45,361	32,254
Non-cash working capital component	107,098	59,262
	495,521	432,376
USES OF CASH		
Operating expenses	212,799	207,016
Facility expenses	112,594	107,711
Administration expenses	93,370	83,007
Non-cash working capital component	102,434	12,701
	521,197	410,435
NET INCREASE (DECREASE) IN CASH	(25,676)	21,941
CASH - BEGINNING OF YEAR	38,598	16,657
CASH - END OF YEAR	12,922	38,598

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

1. SIGNIFICANT ACCOUNTING POLICIES

The Moose Jaw and District Senior Citizens Association Inc. is a charitable corporation incorporated in 1989 under the Non-Profit Corporations Act of Saskatchewan. Its purpose if to provide facilities, recreation, social services and information to persons of age 55 and older and their spouses (if younger), residing in the City of Moose Jaw and surrounding district. The corporation is also a registered charity within the meaning of The Income Tax Act.

CAPITAL ASSETS

Capital assets are recorded at cost. When capital assets are sold, if the original cost is not known, the assets are removed at selling price. Amortization of capital assets is recorded on a straight line basis over the estimated useful life of the assets at the following rates:

Leasehold improvements	20 years
Furnishings, fixtures and equipment	10 years

INVENTORY

Inventory of kitchen and catering supplies is recorded at cost.

INVESTMENTS

Investments are valued at fair maket value.

2. CAPITAL ASSETS

	Cost $	Accumulated amortization $	2016 $	2015 $
Furnishings, fixtures and equipment	161,521	156,181	5,340	7,292
Leasehold improvements	287,509	226,880	60,629	75,003
	449,030	383,061	65,969	82,295

INVESTED IN CAPITAL ASSETS

	2016 $	2015 $
Balance - beginning of year	82,295	95,272
Add: purchase of capital assets	0	3,349
Deduct: amortization of capital assets	(16,326)	(16,326)
Balance - end of year	65,969	82,295

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

3. RESERVES

Purpose of Reserve	2016 $	2015 $
Future premises maintenance	9,000	9,000
Future recreation equipment replacement	4,000	4,000
Office equipment replacement and computer acquisition	2,000	2,000
Unspecified	116,454	15,917
	131,454	30,917

4. CASH

	2016 $	2015 $
Cash on hand	605	605
Bank - general	11,087	42,469
Bank - bingo	1,187	12
Bank - lottery	34	8
Bank - capital	22	22
RBC Dominion Securites	(13)	(4,518)
	12,922	38,598

FINANCIAL STATEMENTS

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

Moose Jaw, Saskatchewan

December 31, 2017

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2017

ASSETS

	2017 $	2016 $
CURRENT ASSETS		
Cash	605	605
Bank	15,607	12,317
GST receivable	217	316
Conexus Credit Union membership	15	15
Equity - Conexus Credit Union	134	134
Inventory	3,467	2,069
	20,045	15,456
CAPITAL ASSETS (note 2)	49,642	65,969
INVESTMENTS (note 3)	83,386	131,454
	153,073	212,879

LIABILITIES

CURRENT LIABILITIES		
Wages payable	527	0
Deferred membership revenue	6,180	8,050
	6,707	8,050

FUND BALANCES

INVESTED IN CAPITAL ASSETS (note 2)	49,642	65,969
RESERVES (note 3)	83,386	131,454
FUND BALANCE	13,338	7,406
	146,366	204,829
	153,073	212,879

APPROVED ON BEHALF OF THE BOARD:

Director

Director

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
REVENUE		
Catering and cafeteria - net, page 7	(707)	3,988
Fundraising	89,398	84,242
Program activities	25,107	26,941
Memberships	20,655	20,298
Rental of facilities	6,958	10,088
Donations	12,581	45,361
Interest	1,495	2,294
Expense recovery and commissions	3,202	2,705
Recovery - sublet space	15,369	9,793
Grants	20,065	19,077
	194,123	224,787
EXPENDITURE, per schedule, page 8	243,191	255,127
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURE FOR THE YEAR	(49,068)	(30,340)
FUND BALANCE - beginning of year	7,406	33,241
Investment account - line of credit interest	0	(248)
Proceeds from surrender of insurance policy	0	106,521
Transfer from (to) reserves	55,000	(101,768)
FUND BALANCE - end of year	13,338	7,406

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
SOURCES OF CASH		
Operating income	322,538	321,691
Investment income	1,495	2,294
Grants	20,065	19,077
Donations	12,581	45,361
Non-cash working capital component	55,626	107,098
	412,305	495,521
USES OF CASH		
Operating expenses	209,127	212,799
Facility expenses	111,778	112,594
Administration expenses	84,842	93,370
Non-cash working capital component	3,268	102,434
	409,015	521,197
NET INCREASE (DECREASE) IN CASH	3,290	(25,676)
CASH - BEGINNING OF YEAR	12,922	38,598
CASH - END OF YEAR	16,212	12,922

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2017

1. SIGNIFICANT ACCOUNTING POLICIES

The Moose Jaw and District Senior Citizens Association Inc. is a charitable corporation incorporated in 1989 under the Non-Profit Corporations Act of Saskatchewan. Its purpose if to provide facilities, recreation, social services and information to persons of age 55 and older and their spouses (if younger), residing in the City of Moose Jaw and surrounding district. The corporation is also a registered charity within the meaning of The Income Tax Act.

CAPITAL ASSETS

Capital assets are recorded at cost. When capital assets are sold, if the original cost is not known, the assets are removed at selling price. Amortization of capital assets is recorded on a straight line basis over the estimated useful life of the assets at the following rates:

Leasehold improvements	20 years
Furnishings, fixtures and equipment	10 years

INVENTORY

Inventory of kitchen and catering supplies is recorded at cost.

INVESTMENTS

Investments are valued at fair maket value.

2. CAPITAL ASSETS

	Cost $	Accumulated amortization $	2017 $	2016 $
Furnishings, fixtures and equipment	161,521	158,134	3,387	5,340
Leasehold improvements	287,509	241,254	46,255	60,629
	449,030	399,388	49,642	65,969

INVESTED IN CAPITAL ASSETS

	2017 $	2016 $
Balance - beginning of year	65,969	82,295
Deduct: amortization of capital assets	(16,327)	(16,326)
Balance - end of year	49,642	65,969

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2017

3. RESERVES

Purpose of Reserve	2017 $	2016 $
Future premises maintenance	9,000	9,000
Future recreation equipment replacement	4,000	4,000
Office equipment replacement and computer acquisition	2,000	2,000
Unspecified	68,386	116,454
	83,386	131,454

4. CASH

	2017 $	2016 $
Cash on hand	605	605
Bank - general	15,532	11,087
Bank - bingo	26	1,187
Bank - lottery	27	34
Bank - capital	22	22
RBC Dominion Securites	0	(13)
	16,212	12,922

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

SCHEDULE OF CATERING AND CAFETERIA OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
Revenue from catering and cafeteria sales	161,849	167,624
Expenditure		
Food products	76,049	77,460
Wages and benefits	81,568	81,526
Non-food supplies	3,815	3,526
Equipment rental	1,124	1,124
	162,556	163,636
Net income (loss) for the year	(707)	3,988

MOOSE JAW AND DISTRICT SENIOR CITIZENS ASSOCIATION INC.

SCHEDULE OF EXPENDITURE

FOR THE YEAR ENDED DECEMBER 31, 2017

	2017 $	2016 $
FACILITIES		
Administration fees	2,242	2,208
Contracted caretaking	24,848	24,866
Utilities	50,101	52,141
Insurance	8,563	10,956
Lease	1	1
Maintenance and supplies	24,465	20,393
Wages and benefits	1,558	2,029
	111,778	112,594
ADMINISTRATION		
Advertising	964	1,011
Professional fees	3,135	3,135
Memberships, subscriptions and fees	3,829	3,231
Office expense	5,489	8,361
Bank charges	131	224
Telephone	2,975	2,842
Liability insurance	1,500	1,500
Wages and benefits	65,525	71,766
Workers' compensation	1,294	1,300
	84,842	93,370
FUNDRAISING	40,463	41,944
PROGRAM ACTIVITIES	6,108	7,219
	243,191	255,127

Moose Jaw and District Senior Citizens Association Inc

Financial Statements

December 31, 2018

Moose Jaw and District Senior Citizens Association Inc

Statement of Financial Position

December 31, 2018

	Note	2018	2017
Assets			
Current Assets			
Cash on hand	2.c.(3).	**605**	605
Bank Accounts	2.c.(3).	**6,408**	15,607
GST Receivable		**-**	217
Conexus credit union membership		**15**	15
Equity - Conexus credit union		**134**	134
Inventory	2.d.	**3,214**	3,467
Total Current Assets		**10,376**	20,045
Investments	(2).	**41,605**	83,386
Capital Assets	(4).	**39,668**	49,642
Total Assets		**$ 91,649**	$ 153,073

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Financial Position

December 31, 2018

Liabilities and Shareholders' Equity			
Current Liabilities			
Wages payable		15	527
GST payable		487	-
Deferred membership revenue	2.f.	9,120	6,180
Total Current Liabilities		9,622	6,707
Fund Balances			
Reserve Fund		41,604	83,386
Capital Fund		39,668	49,642
General Fund		755	13,338
Total Equity		82,027	146,366
Total Liabilities and Equity		$ 91,649	$ 153,073

Approved on Behalf of the Board:

Joan D Jackson

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of General Fund Operations and Changes in Fund Balance

For the Year Ended December 31, 2018

	2018	2017
REVENUE		
Net kitchen revenue(schedule,p.g. 9)	$ 8,542	$ (706)
Fundraising	81,360	89,398
Program activities	26,559	25,107
Memberships	18,890	20,655
Rental of facilities	7,575	6,958
Donations	17,139	12,581
Interest income	1,482	1,495
Expense recovery/commissions	2,966	3,202
Recovery -sublet	17,360	15,369
Grants	29,065	20,065
Other	484	-
Total Revenue	211,422	194,124
EXPENDITURES (schedule p.g.10)		
Administration	92,529	85,049
Facilities	121,386	111,572
Fundraising	34,482	40,463
Program activities	5,306	6,108
Total Expenditures	253,703	243,192
Excess (Deficiency)of revenue over expenditure	(42,281)	(49,068)
Fund Balance - beginning	13,338	7,406
Interfund transfers	35,000	55,000
Asset changes	(5,302)	-
Excess(Deficiency) of revenue over expenditure	(42,281)	(49,068)
Fund Balance - end of year	$ 755	$ 13,338

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Capital Fund Operations and Changes in Fund Balance

For the Year Ended December 31, 2018

	2018	2017
Fund Balance - beginning	$ 49,642	$ 65,969
Amortization of Capital Assets	(15,276)	(16,327)
Asset changes	5,302	-
Fund Balance - end of year	$ 39,668	$ 49,642

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Reserve Fund Operations and Changes in Fund Balance

For the Year Ended December 31, 2018

	2018	2017
Fund Balance - beginning	$ 83,386	$ 131,454
Interfund transfer - general fund	(35,000)	(55,000)
Investment return	(6,782)	6,932
Fund Balance - end of year	$ 41,604	$ 83,386

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Statement of Cash Flows

For the Year Ended December 31, 2018

	Note	2018	2017
CASH FLOWS FROM OPERATING ACTIVITIES:			
Revenue excess (deficiency) for the period		(42,281)	(49,075)
Amortization of capital assets		15,276	16,327
Increase (decrease) in GST		(1,083)	99
Increase (decrease) in inventories		253	(1,398)
Increase (decrease) in wages payable		514	527
Increase (decrease) in unearned memberships		2,875	(1,870)
TOTAL CASH FLOWS FROM OPERATING ACTIVITIES		(24,446)	(35,390)
CASH FLOWS FROM INVESTING ACTIVITIES:			
Increase (decrease) in investments		(6,782)	5,932
Payments to acquire capital assets		(5,302)	-
Interest earned on investments		326	-
NET CASH USED BY INVESTING ACTIVITIES		(11,758)	5,932
CASH FLOWS FROM FINANCING ACTIVITIES:			
Interfund transfers		27,005	32,748
OTHER ACTIVITIES:			
Net cash increase (decreases) in cash and cash equivalents		(9,199)	3,290
Cash and cash equivalents at beginning of period		16,361	13,071
Cash and cash equivalents at end of period		$ 7,162	$ 16,361

Cash and cash equivalents consist of the following:

Cash	7,013	16,212
Conexus membership and equity	149	149
	$ 7,162	$ 16,361

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

For the Year Ended December 31, 2018

Schedule of Kitchen Revenue and Expenditures

	2018	2017
REVENUE - KITCHEN		
Kitchen	**123,001**	138,152
Catering	**27,263**	23,697
Total Revenue from Kitchen	**150,264**	161,849
EXPENDITURES - KITCHEN.		
Food	**65,826**	76,049
Wages and benefits	**72,851**	81,568
Equipment rental	**355**	1,124
Non-food supplies	**2,690**	3,814
Expenditures from Kitchen	**141,722**	162,555
Net Kitchen (loss) revenue	**$ 8,542**	$ (706)

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

For the Year Ended December 31, 2018

Schedule of General Fund Expenditures

	2018	2017
ADMINISTRATION		
Advertising	$ 2,045	$ 964
Professional fees	3,219	3,135
Membership, subscriptions and fees	5,922	3,964
Office expense	7,681	5,561
Bank charges	-	131
Telephone	2,910	2,975
Liability insurance	2,055	1,500
Wages and benefits	67,715	65,525
Workers' compensation	981	1,294
FACILITIES		
Administration fees	2,242	2,242
Contracted caretaking	24,848	24,848
Utilities	55,476	49,244
Insurance	11,368	8,563
TV and Internet	771	637
Maintenance	23,369	23,437
Wages and Benefits	2,707	1,558
Security	605	1,043
FUNDRAISING		
Fundraising	34,482	40,463
PROGRAM ACTIVITIES		
Program activities	5,306	6,108
Total expenditures	$ 253,702	$ 243,192

The accompanying notes are an integral part of these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(1). Status and purpose of organization

Moose Jaw and District Association Inc. is a not-for-profit charitable organization incorporated on February 16, 1989 in the Province of Saskatchewan. Its purpose is to provide facilities, recreations, social services and information to persons of age 50 and older and their spouses (if younger), residing in the City of Mooose Jaw and surrounding district. The corporaton is also a registered charity within the meaning of the Income Tax Act.

(2). Significant Accounting Policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook and iclude the following signficant accounting policies.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(2). Significant Accounting Policies

2.a. Fund accounting and revenue recognition

The Association follows the deferral method of accounting for contributions. The Association maintains its accounts in accordance with the restrictions on the use of resources as designated by donors or the board of directors.

Contributions are recorded as revenue when received or receivable except when the donor has specified that they are intended for a specific use or for use in a future period, in which case they are deferred and recognized in the period the related expenses are incurred. Contributions are recognized when receivable if the amounts can be reasonably estimated and collection is reasonably assured. Donations are recognized when received, pledges receivable are not recorded.

Contributions restricted for the purchase of captial assets at the fair value of contributed capital assets are deferred and amortized to revenue on a basis consistent with the amortization of the capital assets acquired.

When the Association is the named beneficiary under various wills, life insurance policies and trust agreements; proceeds are recorded as revenue when the amounts are received.

For fund accounting purposes, the accounts have been classified into the following funds:

(i) General Fund

The General Fund comprises revenues and expenses relating to the kitchen, fundraising, program activities, memberships, rental of facilities, donations and grants.

(ii) Capital Fund

The Capital Fund recognizes resources that the Association has invested in capital assets. The amortization of captial assets and deferred captial contributions are recorded in this fund.

(iii) Reserve Fund

The Reserve Fund comprises income designated by donors and the board of directors. Investment income earned by the funds is recorded on an accrual basis. Investments are recorded at fair value at each financial statement date with unrealized gains and losses recorded in investment income.

2.b. Contributed services

The Association receives assistance from volunteers to assist in the Association carrying out its administration and program activities. Due to the difficulty in determining their fair value at the date of contribution, these contributed services are not recognized in these financial statements.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(2). Significant Accounting Policies

2.c. Cash and cash equivalents

Cash and cash equivalents includes restricted and unrestricted cash on hand and short-term deposits which are highly liquid with original maturities of less than three months at the date of acquisition.

2.d. Inventories

Inventory consists of kitchen and catering supplies is stated at the lower of cost and net realizable value. Cost is determined on a specific identification basis.

2.e. Capital assets

Capital assets are recorded at cost less accumulated amortization. Amortization is calculated using the straight-line method over estimated useful lives ranging from 10 to 20 years.

Leasehold improvements	20 years
Furnishings, fixtures and equipment	10 years

When capital assets are sold, if the original cost is unknown, the assets are removed at the selling price.

Amortization at December 31, 2018 was $ 15,276 (2017 - $ 16,327).

2.f. Deferred membership revenue

Membership fee revenue represents annual membership fees paid by the Association's members. The Association recognizes membership fees for the period in which they are applied to any unearned portion is represents amounts paid in advance. As at the end of 2018, this was the equivalent of 152 memberships.

2.g. Financial instruments

The Association's financial instruments consist of cash, investments and accounts payable and accrued liabilities.

Financial instruments are recorded at fair value on initial recognition. Instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless managment has elected to carry the instruments at fair value. The Association has elected to carry all investments at fair value.

Financial assets recorded at amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. .

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(2). Significant Accounting Policies

2.h. Allocation of expenses

Expenses are recorded and reported by programs and services. Other administrative costs are not allocated. Certain employees perform administrative, fundraising, program functions: as a result wages and benefits are allocated to the different areas for reporting purposes. The management wages and benefits are allocated to Administration, maintenance wages and benefits to Facilities and kitchen personnel to Net Kitchen revenue.

2.i. Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of fair value of non-cash donations and the determination of useful lives of property and equipment for calculating amortization. Actual results could differ from those estimates.

(3). Cash and cash equivalents

	2018	2017
Cash on hand	605	605
Bank -general	5,959	15,532
Bank - bingo	117	26
Bank - lottery	3	27
Bank - capital	329	22
Conexus share capital	15	15
Conexus redeemable equity	134	134
Total	$ 7,162	$ 16,361

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(4). Capital assets

Cost less accumulated amortization- net book value by period

Capital assets consist of the following:

			2018	2017
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Furnishings, fixtures and equipment	166,823	(159,036)	7,787	3,387
Leasehold improvements	287,509	(255,628)	31,881	46,255
Total	$ 454,332	$ (414,664)	$ 39,668	$ 49,642

(5). Comparative figures

The current year financial statements contain comparative financial statements minor differences are contained in there have been minor adjustments in Administration and Facilities expenditures to reflect more accurate classiication of expenditures.

(6). Going concern

These financial statements have been prepared on a going concern basis which contemplates the realization of assets and the payment of liabilities in the ordinary course of business. Should the Association be unable to continue as a going concern, it may be unable to realize the carrying value of its assets and to meet its liabilities as they become due.

The Association's ability to continue as a going concern is dependent upon its ability to obtain grants and funding to satisfy its operating costs.

Moose Jaw and District Senior Citizens Association Inc

Notes to the Financial Statements

For the Year Ended December 31, 2018

(7). Membership Structure

The organization has 4 classes of membership:

Regular - persons 50 years of age or over, or a member's spouse who has not attained the age of 50 years of age, shall be eligible for regular membership.

Life - persons who have donated $1,000 or more to the association

Honorary - honorary membership may be granted by a vote of the general memberhip to persons who have performed distinguised service to the association

Associate - associate membership maybe granted by the Board of Directors to persons of special circumstances such as but not excluded to widows, widowers and other.

	2018	2017	2016	2015	2014	2013
Regular members	362	370	365	398	451	530
Lifetime members	24					

Dear Mayor and Council (to address the Mayor and Council at the May 27, 2019 council meeting)

We at the Cosmo Senior Citizens' Centre are sympathic to and can relate to the extreme financial difficulties of Timothy Eaton's, and our own financial difficulties facing us and our fight to keep our senior centres open.

We are also delighted that we have contributed back to the economy of our fair city by increasing its revenue as we continue to rent out our facility for weddings, anniversaries, special events, birthday celebrations, which bring in people from all over Canada and just recently from the British Isles.

As with the Timothy Eaton Centre we are using due diligence to maintain our facilities, unfortunately, very large unexpected expenses, rising costs for utilities, groceries, and the like, are depleting our reserves more quickly than anticipated.

We realize that the city has a huge responsibility in subsidizing other complexes such as Mosaic Place, Yara, Mae Wilson Theatre, the Library etc., and all we ask is to be given the same consideration financially, and help give us the opportunity to stay viable and relevant for our seniors, and to do our part in continuing to help the city's economy.

Respectfully,

William Smith, President
Cosmo Senior Citizens' Centre

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Financial Position

December 31, 2016

(Unaudited)

	2016	2015
ASSETS		
CURRENT		
Cash	$ 14,965	$ 10,801
Term deposits *(Note 4)*	68,350	67,079
	$ 83,315	$ 77,880
NET ASSETS	$ 83,315	$ 77,880

ON BEHALF OF THE BOARD

Director

Director

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2016

(Unaudited)

	2016	2015
NET ASSETS - BEGINNING OF YEAR	$ 77,881	$ 101,389
Excess of revenues over expenses	5,434	(23,509)
NET ASSETS - END OF YEAR	$ 83,315	$ 77,880

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Revenues and Expenditures

For the Year Ended December 31, 2016

(Unaudited)

	2016	2015
REVENUES		
Activities	$ 24,315	$ 30,310
Cosmo dances/bar	19,431	23,060
Kitchen	34,384	29,934
Donations	1,370	5,795
Membership	5,060	5,880
Rentals	34,488	30,719
Grants	16,148	22,700
Interest income	1,445	2,070
Expense recoveries	4,530	-
	141,171	150,468
EXPENSES		
Professional fees	1,450	1,450
Salaries and wages	51,553	54,625
Telephone	1,618	1,561
Utilities	14,028	15,885
Office	6,276	4,925
Miscellaneous	898	2
Advertising and promotion	-	44
Cosmo dances	11,015	12,735
Insurance	6,729	6,380
Kitchen	17,232	22,541
Rent - City of Moose Jaw	1	1
Rental refunds	6,750	5,798
Building repairs	16,497	45,351
Supplies	1,401	2,679
Interest and bank charges	289	-
	135,737	173,977
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 5,434	$ (23,509)

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Individual Revenue and Expense Account Summaries

Year Ended December 31, 2016

(Unaudited)

	2016	2015
Activities Revenue		
Bridge	$ 2,270	$ 2,767
Canasta	3,453	3,361
Cribbage	704	424
Jam Session	4,333	4,922
Miscellaneous	1,715	1,691
Billiards	915	1,073
Shuffleboard	3,307	3,947
Whist	1,897	765
Fundraising	2,647	8,084
Lottery	3,074	3,276
	$ 24,315	$ 30,310
Utilities		
Power and energy	$ 12,894	$ 13,870
Water	1,134	2,015
	$ 14,028	$ 15,885

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2016

(Unaudited)

	2016	2015
OPERATING ACTIVITY		
Excess (deficiency) of revenues over expenses	$ 5,434	$ (23,509)
INCREASE (DECREASE) IN CASH FLOW	5,434	(23,509)
Cash - beginning of year	77,881	101,390
CASH - END OF YEAR	$ 83,315	$ 77,881
CASH CONSISTS OF:		
Cash	$ 14,965	$ 10,801
Term deposits	68,350	67,080
	$ 83,315	$ 77,881

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Financial Position

December 31, 2018

(Unaudited)

	2018	2017
ASSETS		
CURRENT		
Cash	$ 7,580	$ 13,062
Term deposits *(Note 4)*	64,823	69,136
	$ 72,403	$ 82,198
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	$ 1	$ 1
Short term debt *(Note 5)*	24,542	43,173
	24,543	43,174
NET ASSETS	47,860	39,024
	$ 72,403	$ 82,198

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2018

(Unaudited)

	2018	2017
NET ASSETS - BEGINNING OF YEAR	$ 39,024	$ 83,315
EXCESS OF REVENUES OVER EXPENSES	8,836	(44,291)
NET ASSETS - END OF YEAR	$ 47,860	$ 39,024

ON BEHALF OF THE BOARD

Director

Director

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Revenues and Expenditures

Year Ended December 31, 2018

(Unaudited)

	2018	2017
REVENUES		
Activities	$ 18,877	$ 19,448
Cosmo dances/bar	19,628	18,106
Donations	7,300	6,960
Grants	32,018	31,602
Rentals	33,161	36,869
Kitchen	31,995	37,594
Membership	4,881	5,570
Interest income	939	937
	148,799	157,086
EXPENSES		
Professional fees	1,515	1,485
Salaries and wages	52,148	50,705
Telephone	1,440	1,637
Utilities	14,269	13,365
Office	2,910	3,269
Miscellaneous	379	335
Advertising and promotion	574	94
Cosmo dances	10,703	11,229
Insurance	1,907	7,654
Kitchen	15,484	17,147
Rent - City of Moose Jaw	1	1
Rental refunds	4,662	4,675
Building repairs	30,197	87,479
Supplies	2,774	1,470
Interest and bank charges	1,000	832
	139,963	201,377
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 8,836	$ (44,291)

See notes to financial statements

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2018

(Unaudited)

	2018	2017
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	$ 8,836	$ (44,291)
Change in non-cash working capital:		
Accounts payable	(1)	1
Cash flow from (used by) operating activities	8,835	(44,290)
FINANCING ACTIVITY		
Short term debt	(18,630)	43,173
DECREASE IN CASH FLOW	(9,795)	(1,117)
Cash - beginning of year	82,198	83,315
CASH - END OF YEAR	$ 72,403	$ 82,198
CASH CONSISTS OF:		
Cash	$ 7,580	$ 13,062
Term deposits	64,823	69,136
	$ 72,403	$ 82,198

4. TERM DEPOSITS

Term deposits for the organization are as follows:

	2018	2017
3 Year Term Bonus Builder term deposit maturing March 11, 2018. The interest rate is 1.30% and is paid annually.	$ -	$ 5,118
3 Year Non - Redeemable term deposit maturing July 19, 2021. The interest rate is 3.30% and is paid annually.	12,119	11,982
3 Year Term Bonus Builder term deposit maturing October 18, 2019. The interest rate is 1.70% and is paid annually.	28,374	28,065
5 Year Term Bonus Builder term deposit maturing March 11, 2020. The interest rate is 1.35% and is paid annually.	24,330	23,971
	$ 64,823	$ 69,136

5. SHORT TERM DEBT

The organization has a $50,000 revolving line of credit of which $24,542 was used as at December 31, 2018. Bank advances on the credit line are payable on demand and bears interest at 5.20%.

6. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

See notes to financial statements

Cosmo Senior Citizens' Centre

235 – 3rd Ave. N.E., Moose Jaw, Sk. S6H 1C9
Phone: (306)692-6072
Email: cosmo@sasktel.net

City of Moose Jaw
Parks & Recreation Department
228 Main St., N.
Moose Jaw, SK
S6H 3J8

November 18, 2019

RE: Special City Council Meeting – 2020 Budget Request Presentation

As our centre is facing growing financial difficulties we are requesting financial assistance from the City of Moose Jaw to aid in our providing the facilities and appropriate programs for the Senior Citizens of Moose Jaw and the surrounding districts. The aim of our activities is to provide our Seniors with the opportunity to enhance their well being with social, cultural and physical pursuits such as Cards(Canasta, Bridge, Whist & Cribbage), Floor Shuffleboard, Pool, a Monthly Social Dance and a weekly Jam Session which brings out Moose Jaw's best jammers, at times there are 15 jammers on the stage with participants dancing up a storm! Also we host 4 BBQ's a year, a Fowl & Christmas Supper, New Year's Eve celebration and a Craft and Trade show coordinated by one of our members who is101 years old. She does this twice a year and sells out every event renting out 70 individual tables. All the events we host for our members are coordinated by our members who strive to increase attendance to all our programming. (see appendix "A")

We have 8 board members who are very active at the center. Driving by and seeing the walkway needs a shovelling they pull over and get it done. As well changing furnace filters, insuring the sound system works, attends the facility every time it is rented out to unlock for the event, check up while event is underway and returns after event is done to insure facility is left in sound condition and locked up. They fix toilet stall doors, pick up groceries for our cook and purchases and install anything required. They also bartend all events and set up and take down tables and chairs. Ron Anderson, son of J.B. Andy Anderson who was instrumental in building this facility dropped by the other day and shared what his dad's vision was for the Cosmo Senior Citizens' Centre. "To ensure seniors of Moose Jaw and surrounding area had a facility to come to in order to maintain a full life enhancing their well being with social, cultural and physical pursuits and that no person would ever be turned away because they couldn't afford the activities. Our 8 board members have upheld Mr. Anderson's vision in providing the best for our seniors and city! (see appendix "B")

.../2

We do provide a safe, warm and inviting facility along with nutrition for people around our facility as required. One individual that comes to mind we have aided for years finally resulting in her family moving her into a care facility as she was suffering with dementia. We also provide transportation for the (See Appendix "C") membership that require assistance to ensure they are not missing out on any programming or events we host. We continue to provide an avenue of (See Appendix "D") advertising for our community via posting their events at our facility in addition on our face book page and twitter. Our membership is $40.00 annually and has not increased in 10 years even though this is a good source of revenue for us we strive to keep all costs to the community minimal. We are told that some facilities charge twice that amount. We support and promote Remembrance Day and Poppy distribution along with the Food Bank collection, the Samaritan's Purse Christmas Child Operation and the Scraps Calendar. We are very proud of partnering with all the listed organizations and continue to seek out needs of our community.

We continue to rent out our facilities for weddings, dances, baby showers, musical entertainment, children's dance school, retirements, blood donor clinics, camera club, scrabble, tops, theatre, anniversaries, Christmas and birthday celebrations along with the upcoming Municipal Election for their Polling Station on November 9, 2020. These events are currently attended by people from all over Canada and more recently, from the British Isles. We are currently booking into 2021!

In hosting these events, revenue is increased for the whole city. We are very pleased that we have contributed to the economy of our city via hotels, restaurants, gift shops, the mineral spa and other recreation facilities, etc.

We always use due diligence to maintain our facilities, unfortunately, very large unexpected expenses, replacement of our roof, along with the rising costs for utilities, building maintenance, garbage disposal, office supplies and salaries are depleting our reserves more quickly than anticipated. Just in the past month one of our furnaces gave out costing us $911.93 to repair and just this past week 2 of our other furnaces needed to be repaired which we haven't received the invoice for as yet.

In the past 9 months we have had the following expenses; (See Appendix "E")

Auditor	$ 2,080.00
Insurance	$ 1,906.94
Building Maintenance	$ 5,314.00
Garbage Disposal	$ 1,063.00
Office Supplies	$ 2,100.00

Salaries	$41,720.37
Energy	$ 4,455.00
Phone	$ 1,097.81
Power	$ 5,573.25
Water	$ 355.97
	$65,666.34

We do realize that the city has responsibilities in subsidizing other complexes such as Mosaic Place, Yara, Mae Wilson Theatre, the Library, etc., and all we ask is to be given the same consideration, financially, in an effort to stay viable and relevant for our seniors and continue doing our part in aiding the city's economy.

Respectfully,

William Smith, President
Cosmo Senior Citizens' Centre

Please see Appendix "F" - Financial Statements
"G" - Repair Quotes
"H" - Property Insurance Policy
"I" - Letters of Support

WEEKLY ACTIVITIES

Monday:
1:00 Bridge
Floor Shuffleboard
7:00 Hand & Foot Canasta

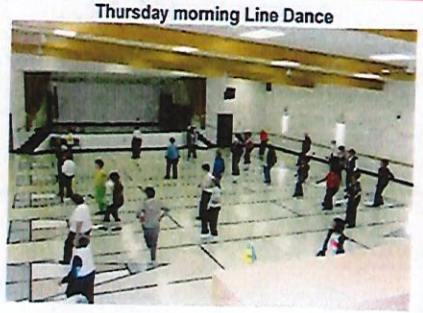
Tuesday:
9:30 Jam Session
7:00 Friendship Bridge

Wednesday:
8:30 Tops
1:00 Bridge
Floor Shuffleboard

Thursday:
10:00 Line Dancing
7:00 Cribbage

Friday:
1:00 Scrabble

Thursday morning Line Dance



The Objective of the Cosmo Senior Citizens Centre

Our objective is to provide the facilities and appropriate programs for the Senior Citizens of Moose Jaw and the surrounding districts.

The aim of our activities is to provide our Seniors with the opportunity to enhance their well being with social, cultural and physical pursuits.

Tuesday mornings Jam Session

Come join us.

Our yearly membership fee is $40.00 per person

Appendix "A"

COSMO SENIOR CITIZENS' CENTRE
235 – 3RD AVE. N.E.
MOOSE JAW, SK

SCHEDULE FOR 2020
- B.B.Q'S
- CARD TOURNAMENTS
- DANCES

If you have any questions please contact the office.
EMAIL: cosmo@sasktel.net
PHONE: 306-692-6072

Follow us on

Sponsored In Part By

Appendix "A"

MINI CARD TOURNAMENTS 2020

January	10	Canasta
	17	Bridge
	28	Cribbage
February	14	Canasta
	21	Bridge
	25	Cribbage
March	13	Canasta
	20	Bridge
	24	Cribbage
April	03	Canasta
	17	Bridge
	28	Cribbage
May	08	Canasta
	15	Bridge
	26	Cribbage
June	12	Canasta
	19	Bridge
	23	Cribbage
August	14	Canasta
	21	Bridge
	25	Cribbage
September	11	Canasta
	18	Bridge
	22	Cribbage
October	09	Canasta
	16	Bridge
	27	Cribbage
November	13	Canasta
	20	Bridge
	24	Cribbage
December	11	Canasta
	18	Bridge
	29	Cribbage

MAXI TOURNAMENTS 2020

MAXI BRIDGE

Saturday, February **01**, 2020
Saturday, May **09**, 2020
Saturday, September **05**,2020

MAXI CRIBBAGE

Friday, January 03, 2020
Friday, May 01, 2020
Friday, September 04, 2020

MILITARY WHIST

Friday, February **28**, 2020
Friday, April **24**, 2020
Friday, June **05**, 2020
Friday, August **28**, 2020
Friday, October **23**, 2020

****

B.B.Q.'S for 2020

May **28**, 2020
June **25**, 2020
July **23**, 2020
August **20**, 2020

****

CANADA DAY PANCAKE BREAKFAST
WEDNESDAY, **JULY 1**, 2020

2020

DATE	BAND
January 18	Dennis Ficor
February 15	Al & Company
March 21	Leon Ochs
April 18	Len Gadica
May 16	Len Gadica
June 20	Al & Company
August 15	Polka Fest Gadica & Ochs
Sept 19	Dennis Ficor
October 17	Octoberfest Al & Company
November 21	Dennis Ficor
December 19	Leon Ochs
December 31	New Year's Eve Al & Company

****

ANNUAL FOWL SUPPER
SUNDAY, **OCTOBER 4**, 2020

Appendix "A"

ADDITIONAL EVENTS TO CONSIDER

February 13th Valentine Luncheon
April 4th Craft & Trade Show
April 9th Easter Luncheon
October 31st Craft & Trade Show
December 3rd Christmas Banquet

CANADIAN BLOOD SERVICES CLINIC

Blood donor clinics will begin the 1st Tuesday of every month starting in April. We are really excited about partnering with them and hope our members will support this cause.

MOOSE JAW COMMUNITY PLAYERS

Commence practicing for their 2020 performance on
November 27th & 28th
Dinner Theatre
Consider auditioning!

MOOSE JAW CAMERA CLUB

Meet at the center the 1st Monday of every month. New members are always welcome

LIBERTE LIGHT DANCE

Meet twice a week at the center for the younger crowd. I'm sure there is always room for one more. With Lacey as the facilitator the children can't go wrong!

BOARD MEMBERS 2019

Appendix "B"

1	BILL SMITH	President
2	VAL MORRELL	Director
3	RON McINNIS	Director
4	ROBERT COBBE	Treasurer
5	HELEN ROBINSON	Director
6	JERROLD DELAHEY	Director
7	LARRY BEHM	Vice Presdient
8	BRYCE WARREN	Director

Appendix "C"

COSMO SENIOR CITIZENS' CENTRE

235-3rd.Ave. N.E., Moose Jaw, SK S6H 1C9
Phone: 306-692-6072
Email: cosmo@sasktel.net

BECAUSE WE CARE.....

IF YOU ARE HAVING A DIFFICULT TIME MAKING AN EVENT OR ANY PROGRAMMING AT THE CENTRE, DUE TO TRANSPORATION ISSUES, PLEASE SPEAK WITH THE OFFICE TO ENSURE YOU DO NOT MISS OUT ON ANYTHING AT OUR CENTRE THAT YOU WOULD LIKE TO ATTEND.

WE APPRECIATE YOUR PARTICIPATION AND ENJOY YOUR CONTRIBUTIONS TO OUR CENTRE.

Follow us on

facebook

Accessible

Sponsored In Part By

Saskatchewan LOTTERIES

MOOSE JAW PARKS & RECREATION

Appendix "D"

COSMO
DECEMBER
COSMO SENIOR CITIZENS' CENTRE
Christmas Banquet
THURSDAY
DECEMBER 5, 2019
COSMO SENIOR CITIZENS' CENTRE
Social Dance
Saturday
DECEMBER 21, 2019
COSMO SENIOR CITIZENS' CENTRE
Cosmo Senior Centre
MINI BRIDGE TOURNAMENT
DECEMBER BIRTHDAY'S
6th GLADYS BANILEVIC
11th ELAINE MCKEOWN
14th BOB CORBE
17th SHIRLEY YOUNG
23rd HERBERT SCHMIDT
25th ERN SCHOCK
29th RON OLLIVER
PICK UP YOUR MEMBERSHIP TODAY! ONLY $30.00 FOR THE REMAINDER OF THIS YEAR AND ALL OF NEXT.
EXPIRES DECEMBER 31, 2020
COSMO SENIOR CITIZENS' CENTRE
IS NOW ON FACEBOOK & TWITTER.
ADD US AS A FRIEND, SHARE & LIKE US TO RECEIVE UP-TO-DATE INFORMATION AND CHANCES TO WIN!
COSMO SENIOR CITIZENS' CENTRE
BECAUSE WE CARE....
FOR SALE
2 POOL TABLES & SHUFFLE BOARDS
BEST OFFER WINS
Friends of the Library
Used Book Sale
Upstairs at the Public Library
CineView Fall 2019 Season
2020 Calendar
St. Joseph Parish and the Filipino Community Present
Christmas In the Philippines
COMMUNIT
ATTENTION
POSTERS MUST BE APPROVED BY THE OFFICE BEFORE POSTING
COMING SOON
Rotary
Coral Festival
December 9, 10 & 11
Zion

Appendix "E"

COSMO SENIOR CITIZENS' CENTRE
PROPOSED BUDGET

	2017	2018	2020
Revenues			
Activities	$19,448	$18,877	$18,322
Cosmo dances/bar	$18,106	$19,628	$18,580
Donations	$6,960	$7,300	$7,657
Grants	$31,602	$32,018	$28,456
Rentals	$36,869	$33,161	$34,156
Kitchen	$37,594	$31,995	$31,278
Membership	$5,570	$4,881	$5,369
Interest income	$937	$939	$850
	$157,086	$148,799	$144,668
Expenses			
Professional fees	$1,485	$1,515	$2,080
Salaries & wages	$50,705	$52,148	$55,627
Telephone	$1,637	$1,440	$1,983
Utilities	$13,365	$14,269	$17,480
Office	$3,269	$2,910	$3,026
Miscellaneous	$335	$379	$395
Advertising & promotion	$94	$574	$603
Cosmo dances	$11,229	$10,703	$11,060
Incurance	$7,654	$1,907	$2,000
Kitchen	$17,147	$15,484	$18,948
Rent-City of Moose Jaw	$1	$1	$1
Rental refunds	$4,675	$4,662	$4,781
Building repairs	$87,479	$30,197	$10,700
Supplies	$1,470	$2,774	$2,857
Interest and bank charges	$832	$1,000	$900
	$201,377	$139,963	$132,441
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	-$44,291	$8,836	$12,227

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Revenues and Expenditures

Year Ended December 31, 2018

(Unaudited)

	2018	2017
REVENUES		
Activities		
Cosmo dances/bar	$ 18,877	$ 19,448
Donations	19,628	18,106
Grants	7,300	6,960
Rentals	32,018	31,602
Kitchen	33,161	36,869
Membership	31,995	37,594
Interest income	4,881	5,570
	939	937
	148,799	157,086
EXPENSES		
Professional fees	1,515	1,485
Salaries and wages	52,148	50,705
Telephone	1,440	1,637
Utilities	14,269	13,365
Office	2,910	3,269
Miscellaneous	379	335
Advertising and promotion	574	94
Cosmo dances	10,703	11,229
Insurance	1,907	7,654
Kitchen	15,484	17,147
Rent - City of Moose Jaw	1	1
Rental refunds	4,662	4,675
Building repairs	30,197	87,479
Supplies	2,774	1,470
Interest and bank charges	1,000	832
	139,963	201,377
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 8,836	$ (44,291)

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Financial Position

December 31, 2018

(Unaudited)

	2018	2017
ASSETS		
CURRENT		
Cash	$ 7,580	$ 13,062
Term deposits *(Note 4)*	64,823	69,136
	$ 72,403	$ 82,198
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	$ 1	$ 1
Short term debt *(Note 5)*	24,542	43,173
	24,543	43,174
NET ASSETS	47,860	39,024
	$ 72,403	$ 82,198

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2018

(Unaudited)

	2018	2017
NET ASSETS - BEGINNING OF YEAR	$ 39,024	$ 83,315
EXCESS OF REVENUES OVER EXPENSES	8,836	(44,291)
NET ASSETS - END OF YEAR	$ 47,860	$ 39,024

ON BEHALF OF THE BOARD

_____ *Director*

_____ *Director*

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2018

(Unaudited)

	2018	2017
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenses	$ 8,836	$ (44,291)
Change in non-cash working capital:		
Accounts payable	(1)	1
Cash flow from (used by) operating activities	8,835	(44,290)
FINANCING ACTIVITY		
Short term debt	(18,630)	43,173
DECREASE IN CASH FLOW	(9,795)	(1,117)
Cash - beginning of year	82,198	83,315
CASH - END OF YEAR	$ 72,403	$ 82,198
CASH CONSISTS OF:		
Cash	$ 7,580	$ 13,062
Term deposits	64,823	69,136
	$ 72,403	$ 82,198

4. TERM DEPOSITS

Term deposits for the organization are as follows:

	2018	2017
3 Year Term Bonus Builder term deposit maturing March 11, 2018. The interest rate is 1.30% and is paid annually.	$ -	$ 5,118
3 Year Non - Redeemable term deposit maturing July 19, 2021. The interest rate is 3.30% and is paid annually.	12,119	11,982
3 Year Term Bonus Builder term deposit maturing October 18, 2019. The interest rate is 1.70% and is paid annually.	28,374	28,065
5 Year Term Bonus Builder term deposit maturing March 11, 2020. The interest rate is 1.35% and is paid annually.	24,330	23,971
	$ 64,823	$ 69,136

5. SHORT TERM DEBT

The organization has a $50,000 revolving line of credit of which $24,542 was used as at December 31, 2018. Bank advances on the credit line are payable on demand and bears interest at 5.20%.

6. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Financial Position

December 31, 2016

(Unaudited)

	2016	2015
ASSETS		
CURRENT		
Cash	$ 14,965	$ 10,801
Term deposits *(Note 4)*	68,350	67,079
	$ 83,315	$ 77,880
NET ASSETS	$ 83,315	$ 77,880

ON BEHALF OF THE BOARD

_____ *Director*

_____ *Director*

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Revenues and Expenditures

For the Year Ended December 31, 2016

(Unaudited)

	2016	2015
REVENUES		
Activities		
Cosmo dances/bar	$ 24,315	$ 30,310
Kitchen	19,431	23,060
Donations	34,384	29,934
Membership	1,370	5,795
Rentals	5,060	5,880
Grants	34,488	30,719
Interest income	16,148	22,700
Expense recoveries	1,445	2,070
	4,530	-
	141,171	150,468
EXPENSES		
Professional fees	1,450	1,450
Salaries and wages	51,553	54,625
Telephone	1,618	1,561
Utilities	14,028	15,885
Office	6,276	4,925
Miscellaneous	898	2
Advertising and promotion	-	44
Cosmo dances	11,015	12,735
Insurance	6,729	6,380
Kitchen	17,232	22,541
Rent - City of Moose Jaw	1	1
Rental refunds	6,750	5,798
Building repairs	16,497	45,351
Supplies	1,401	2,679
Interest and bank charges	289	-
	135,737	173,977
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	$ 5,434	$ (23,509)

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Cash Flow

Year Ended December 31, 2016

(Unaudited)

	2016	2015
OPERATING ACTIVITY		
Excess (deficiency) of revenues over expenses	$ 5,434	$ (23,509)
INCREASE (DECREASE) IN CASH FLOW	5,434	(23,509)
Cash - beginning of year	77,881	101,390
CASH - END OF YEAR	$ 83,315	$ 77,881
CASH CONSISTS OF:		
Cash	$ 14,965	$ 10,801
Term deposits	68,350	67,080
	$ 83,315	$ 77,881

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Statement of Changes in Net Assets

Year Ended December 31, 2016

(Unaudited)

	2016	2015
NET ASSETS - BEGINNING OF YEAR	$ 77,881	$ 101,389
Excess of revenues over expenses	5,434	(23,509)
NET ASSETS - END OF YEAR	$ 83,315	$ 77,880

See notes to financial statements

Appendix "F"

COSMO SENIOR CITIZENS CENTRE INCORPORATED

Individual Revenue and Expense Account Summaries

Year Ended December 31, 2016

(Unaudited)

	2016	2015
Activities Revenue		
Bridge		
Canasta	$ 2,270	$ 2,767
Cribbage	3,453	3,361
Jam Session	704	424
Miscellaneous	4,333	4,922
Billiards	1,715	1,691
Shuffleboard	915	1,073
Whist	3,307	3,947
Fundraising	1,897	765
Lottery	2,647	8,084
	3,074	3,276
	$ 24,315	$ 30,310
Utilities		
Power and energy	$ 12,894	$ 13,870
Water	1,134	2,015
	$ 14,028	$ 15,885

See notes to financial statements

Appendix "G"

Proposal

Discount Plumbing & Heating (2018) Ltd.
219 Fairford St W
Moose Jaw, Sask. S6H 1V5
306-694-4100 306-691-0441 Fax GST 74459 1884RT0001

September 30, 2019
Reference #: 1776-120
Due Date: 10/15/19

Cosmo Senior Citizens

235 - 3rd Ave. N.E.
Moose Jaw, SK S6H 1C9

692-6072

Job Location
Cosmo Senior Citizens

235 - 3rd Ave. N.E.
Moose Jaw, SK S6H 1C9

692-6072

We Hereby Submit Specifications And Estimates For:

Information about the existing HVAC system in the building as follows:

The existing hall area is heated by 2 Lennox packaged heat/cool units on the ground at the back of the building They are Lennox M#GCS16-953-200-3Y units that have a mfg date of 1990. These units are nearing thier life expectancy. Cost to replace both units that will include gas piping, gas permits, wiring, crane rental, lasbour $26,500.00 Taxes extra.

The furnace in the basement that heats the pool room in the basement is a Lennox G8Q3-80, date code of 1990 This furnace is also nearing its life expectancy, replace it with a Lennox high efficent furnace $5500.00 Taxes extra.

The water heater in this same furnace room is a 40 USG gas GSW water heater, not sure of installation date.

The furnace and air conditioner at the front of the building is a Carrier mid efficent with a Carrier 5 ton air conditioner attached to it. The date code on these are 2004. They seem to be in good condition.
The water heater in this furnace room is a Giant 40 USG gas water heater with an installation date of Aug 23/2016

Hope this information is what you are needing.

Best Regards:

All material is guaranteed to be as specified. All work to be completed in a professional manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. We are not responsible for delays beyond our control. Purchaser agrees to pay all costs of collection, including attorney's fees. This proposal may be withdrawn by us if not accepted by the above due date. Interest rates will be charged on overdue accounts at a rate of 2% per month or 24% annually.

Authorized Signature _____ **Acceptance Signature** _____ **Date** _____

Appendix "G."

PREMIUM FIRE PROTECTION LTD.
ON GUARD SECURITY

Our Inspection is Your Protection

- Toll Free:	1-888-995-1260
- Calgary / Edmonton	(403) 995-3473
- Moose Jaw	(306) 693-3473
- Regina	(306) 721-3473
- Yorkton	(306) 783-3473
- Brandon / Winnipeg	(204) 728-3473

QUOTATION

Date: Nov 05, 2019

Quote No.: 6591

QUOTATION VALID FOR 90 DAYS

Sold To:

Cosmo Senior Citizen's Centre
235 3 Ave NE
Moose Jaw, SK S6H 1C9

Service Address:

Cosmo Senior Citizen's Centre
235 3 Ave NE
Moose Jaw, SK S6H 1C9

SERVICE REQUIRED	Item No.	Quantity	Unit Price	Amount
QUOTATION FOR RECOMMENDATIONS AFTER THE 2019 ANNUAL INSPECTION.				
FIRE ALARM SYSTEM				
1- Smoke Detector requires Replacement: Device is older than 10 years, Smoke Detector, 24 V, System Sensor, Photoelectric	C2WBA	1	97.60	97.60
Labour, Fire Alarm	SAL	1	130.00	130.00
On Site Fee, Fire Alarm, Includes Truck Charge and Travel	SEOFFA	1	37.50	37.50
QT DD 11.07.19				
Subtotal:				265.10
SK - GST @ 5%; PST-SK @ 6%				
GST				13.26
PST-SK				15.91
PREMIUM FIRE PROTECTION LTD. GST: #85583 2309 PREMIUM FIRE PROTECTION LTD. PST-SK: #0133108			TOTAL	294.27

WE THANK YOU FOR THIS OPPORTUNITY.

If you have any questions, please call our office at one of the numbers listed above.

If you would like to proceed wiwth this quote, please reply to this email and we will schedule the work as soon as possible.

Yours truly,

Quotation Department
PREMIUM FIRE PROTECTION
quotes@premiumfire.com

Appendix "G"

Windows & Renos
Doug Snyder
646 Keith Cres.
Moose Jaw, Sk S6H5P9
306 684-9921/306 692-9921
Oct.7,2019

Quote #10216 (revised)
C/O Diane
Cosmo Center
235 3rd Ave NE
Moose Jaw, Sk
692-6072

***Clay Beige**

Qty2Window b/m osm: 26 x 47 ½" 6 ½ jamb LHCasement TLEA 730.00ea		1460.00
Qty2Window b/m osm: 29 x 30 ¼" 6 ½ jamb Fixed TLEA 400.00ea		800.00
Qty1Window b/m osm: 29 x 30 ¼" 6 ½ jamb LHCasement TLEA		620.00
Qty1Window b/m osm: 26 x 47 1/8" 6 ½ jamb LHCasement TLEA		720.00
Qty1Window b/m osm: 26 x 47 1/8" 6 ½ jamb Fixed TLEA		480.00
Qty1Window b/m osm: 26 x 47 1/8" 6 ½ jamb RHCasement TLEA		720.00
Qty2Window b/m osm: 26 x 47 ½" 6 ½ jamb RHCasement TLEA 730.00ea		1460.00
Qty2Window b/m osm: 26 x 47 ½" 6 ½ jamb Fixed TLEA 490.00ea		980.00
Qty1Window b/m osm: 18 x 72" 6 ½ jamb Picture TLEA		570.00
		7810.00
	Pst	468.60
	Gst	390.50
		8669.10
Installation		3900.00
	Pst	234.00
	Gst	195.00
		4329.00
Total		**12998.10**

*Please call Doug Snyder to order 306 692-9921/684-9921
A deposit of 50% is required when order is placed
Thank you for considering Windows & Renos

Appendix "A"

Heritage Insurance

Cosmo Senior Citizens Centre - Property Policy

Statement of Values

Coverage Summary	Current Policy	Revised Policy
Building	$ 2,897,000	$ 900,000
Contents	$ 100,000	$ 50,000
Limited Business Income	$ 112,000	Removed
Crime	$ 10,000	$ 5,000
Cyber Liability	$ 50,000	Removed
Data Breach Coverage	$ 25,000	Removed
Commercial General Liability	$ 5,000,000	$ 1,000,000
Personal and Advertising Liability	$ 5,000,000	$ 1,000,000
Products-Completed Operations Aggregate	$ 5,000,000	$ 1,000,000
General Aggregate	$ 5,000,000	$ 1,000,000
Tenants Legal Liability	$ 5,000,000	$ 1,000,000
Medical Payments	$ 25,000	$ 25,000
Non-Owned Automobile	$ 5,000,000	$ 1,000,000
*Excluding Long-Term Leased Automobiles	$ -	$ -
Completed Operations Endorsement	$ 5,000,000	$ 1,000,000
Deductibles		
Building	$ 1,000	$ 1,000
Contents	$ 1,000	$ 1,000
Crime	$ 1,000	$ 1,000
Sewer Back-Up	$ 5,000	Coverage Removed
Flood	$ 25,000	Coverage Removed
Earthquake	3% or 100,000	Coverage Removed
Equipment Breakdown	$ 1,000	Coverage Removed
Premium Summary		
Building	$ 3,940	$ 1,089
Contents	$ 467	$ 210
Commercial General Liability	$ 9,550	$ 500
Cyber Liability	$ 80	Coverage Removed
Equipment Breakdown	$ 360	Coverage Removed
Crime	$ 50	Inc.

Annual Premium	$ 6,069.00	$ 1,799.00
Total Payable Premium	$ 6,433.14	$ 1,906.94
Premium Financing Option	$ 536.10	$ 158.91

Appendix "I"

November 8, 2019

Cosmo Senior Citizens' Centre Line Dancing
235 – 3rd Ave., N.E.
Moose Jaw, SK
S6H 1C9

Dear Mayor Fraser Tolmie & City of Moose Jaw Councillors; Crystal Froese, Scott McMann, Brian Swanson, Chris Warren, Dawn Luhning & Heather Eby;

The Cosmo Senior Citizen's Centre has provided space for line dancing for many years. Our current group of dancers are scheduled every Thursday morning from 10:00a.m.-11:30a.m., from mid September to mid May. Participants attending, approximately 30, not only reside in Moose Jaw but also travel from surrounding areas.

The Cosmo offers a spacious and safe environment for seniors to benefit from this healthy activity. The opportunity for social connections, meeting new and old friends and the enjoyment of dancing allows our seniors to be a part of our community. Parking is also available for individuals who drive and accommodates all in need of this valuable space.

The Cosmo President, Office Manager and Kitchen Staff are always available to respond to any questions or assistance related to our Line Dancing program.

Over the years many seniors have participated in this wholesome program. On behalf of myself and our current dancers, we appreciate that the Cosmo continues to provide the opportunity to enhance personal health and community involvement.

Sincerely,
Donna Douglas

Program Facilitator

Appendix "I"

November 1, 2019

Cosmo Senior Citizens' Centre H & F Canasta League
235 – 3rd Ave., N.E.
Moose Jaw, SK
S6H 1C9

Dear Mayor Fraser Tolmie & City of Moose Jaw Councillors; Crystal Froese, Scott McMann, Brian Swanson, Chris Warren, Dawn Luhning & Heather Eby;

My name is Connie Jones and I am very proud to have been a member of the Cosmo Senior Citizens' Center for 13 years. After losing the coordinator of the Cosmo's H & F Canasta League I decided to step up and help the group out. We currently enjoy about 55 active members that play every Monday night and the second Friday of every month we host a Mini H & F Canasta Tournament that all attend. This is a time for laughs and fellowship with people of different ages and walks of life. The facility is used by some as a place to go to have positive interaction with others on a weekly basis. We have a couple families that have made the commitment to come in from Central Butte, SK.

We are very satisfied with the agreement we have with the Cosmo.

I sincerely hope the City of Moose Jaw's representatives will consider the proposal the Cosmo Senior Citizens' Centre have put forth and obtain the much needed funding required to maintain this facility for the citizens' of Moose Jaw along with maintaining the programming and events.

Sincerely,

Connie Jones

Connie Jones
Coordinator

Appendix "I"

November 13, 2019

To Whom It May Concern,

The Moose Jaw Community Players have had an excellent partnership with the Cosmo Senior Citizen's Centre over the past ten years. The Cosmo Centre has provided us with a wonderful stage and the necessary supports to provide community theatre productions to the local community via dinner theatres and stand-alone productions. We use the Cosmo Centre regularly to rehearse for our productions and rent storage space for our sets and props.

We would be hard pressed to find another facility to meet the needs of our community theatre organization. This is the only facility in Moose Jaw that can comfortably host a dinner and a theatre production. The Moose Jaw Multicultural Centre does not have the facilities to host a meal. A few places can host a meal, but do not have a stage.

We love the Cosmo Centre, and people enjoy coming to the Cosmo Centre to see our shows, as it is always well-maintained and there is plenty of parking for folks of all ages and needs. It is also clear to us that the Centre is being used regularly by Senior's organizations to host dances, play games and generally have a good time socializing together. We know this because we're often greeted by smiling faces in the middle of some activity as we walk into the main hall for rehearsal.

The Cosmo Senior Citizen's Centre genuinely offers its services to a wide variety of people and organizations around Moose Jaw outside its activities for seniors. When we try to book times for our rehearsals and shows, we are often working around weddings, football year-end parties, photography club meetings and others. Losing this facility would be a blow to the community. It would certainly limit our opportunity to fund raise for our non-profit organization, adding to the Arts and Culture scene in Moose Jaw.

We hope that the City of Moose Jaw would help to support the Cosmo Senior Citizen's Centre. It represents a reflection of the community of Moose Jaw that we enjoy living in.

Kind regards,

Jarrod Jeanson
President, MJCP
President, Theatre Saskatchewan

Appendix "I"

November 1, 2019

TOPS
c/o Cosmo Senior Citizens' Centre
235 – 3rd Ave., N.E.
Moose Jaw, SK
S6H 1C9

Dear Mayor Fraser Tolmie & City of Moose Jaw Councillors; Crystal Froese, Scott McMann, Brian Swanson, Chris Warren, Dawn Luhning & Heather Eby;

We at "Tops" appreciate the availability of the Cosmo Senior Citizens' Centre who has facilitated our group for the past 25 years. We meet every Wednesday morning at 8:30a.m. in a location which is comfortable and private. Each member has a private weigh-in before the meeting. Meetings start with members sharing challenges, successes and/or goals. There's a brief program covering a variety of health and wellness topics.

We obviously are very satisfied with the rental agreement along with the services provided to our group. The Cosmo has prepared us a nutritious and economical breakfast for our 25 members every Tuesday morning at 9:00a.m., following our meeting.

"Tops" is a learning support group to encourage individuals to lose and maintain the loss of weight. As a member I am able to use this facility to exercise and prepare food demos. Our group appreciates the time we have together, especially in the winter, because we are mostly seniors and we do consider this an opportunity to socialize with our fellow members. We consider our time together as an outing.

We sincerely hope the City of Moose Jaw's representatives will consider the proposal the Cosmo Senior Citizens' Centre have put forth and obtain the much needed funding required to maintain this facility for the citizens' of Moose Jaw.

Sincerely,

Connie Jones

Connie Jones
Facilitator

November 17, 2019

To Mayor Tolmie and City Councillors,

The Friendship Bridge Club is a well-established club that has been renting the Cosmo Center Hall on Tuesday evenings for approximately 20 years now. Currently, we have 45 members in our Club and new members and guests are always welcomed.

Our Club enjoys the many benefits that this facility provides:

- safe and abundant parking,
- kitchen facilities for our tea, coffee and snacks,
- a spacious and comfortable environment,
- ample tables and chairs for playing bridge, and
- every year we hire the services of Cosmo kitchen staff and their volunteers who provide us with a wonderful Christmas dinner for our members and guests.

In addition to the monthly rent we pay to Cosmo, the Club has made donations to the center in the past and this is something we consider every year when discussing our financial situation at annual meetings.

The Cosmo Centre also hosts other bridge tournaments that our members enjoy, along with other bridge players that come from other communities across southern Saskatchewan.

Our Friendship Bridge Club would be hard pressed to find such an accessible facility that offers the many benefits the Cosmo Centre provides. Our Club and all seniors alike are very fortunate to have such a wonderful facility.

Sincerely,

Debbie Firth

Debbie Firth
Friendship Bridge Club

To Whom It May Concern,

My name is Lacey Johnson, I am the Owner/Director of Liberté Light Dance, School of Dance Inc. We teach dance lessons mostly to low income families who cannot afford lessons at other dance schools. My fees are affordable and I teach with enthusiasm and encouragement. However, in order to continue to provide dance lessons to low income families, it is important to keep my costs as low as possible. The Cosmo Senior Centre has been a huge support to myself and my 38 dance families of Moose Jaw. They provide a safe environment for all of my students, and have been willing to make special adjustments to ensure that my students with special needs feel secure. Also, they rent us a beautiful space at a very low cost, enabling us to continue teaching, and in turn 38 families get to experience the art of dance!
The Cosmo Senior Centre makes a huge positive impact on our community and they have my full support. I hope you will approve their request for funding so we can continue our work there as well!

Sincerely,

Ms. Lacey Johnson
Director/Headmistress
Liberté Light Dance, School of Dance Inc.
www.libertelightdance.com
(306)990-0067

2011- Agreement

THIS AGREEMENT MADE THE DAY OF A.D. 2011.

BETWEEN:

THE MUNICIPAL CORPORATION OF
THE CITY OF MOOSE JAW

(hereinafter referred to as the "City")
OF THE FIRST PART

AND:

COSMO SENIOR CITIZENS' CENTRE INCORPORATED
(hereinafter referred to as "Cosmo")
OF THE SECOND PART

LEASE AGREEMENT FOR THE USE, OPERATION, AND MANAGEMENT OF THE COSMO SENIOR CITIZENS' CENTRE

WHEREAS the City of Moose Jaw is a municipal corporation continued pursuant to the authority of *The Cities Act*;

WHEREAS the Cosmo is a non-profit charitable corporation in the Province of Saskatchewan that provides facilities, recreation, and other services to senior citizens in the City of Moose Jaw.

AND WHEREAS the City is owner of the following lands upon which the Cosmo Senior Citizens has constructed a Recreation Centre for Senior Citizens:

Firstly: Lot 1 Blk/Par 89 Plan No. Old 96, Extension 0
As described on Certificate of Title 69MJ03349

Secondly: Lot 2 Blk/Par 89 Plan No. Old 96, Extension 0
As described on Certificate of Title 69MJ03349

Thirdly: Lot 3 Blk/Par 89 Plan No. Old 96, Extension 0
As described on Certificate of Title 69MJ03349

Fourthly: Blk/Par A, Plan No. 62MJ06543, Extension 0
As described on Certificate of Title 62MJ06543

Civically described as: 235 – 3rd Avenue NE, Moose Jaw, Saskatchewan

(hereinafter referred to as the "Property");

AND WHEREAS the City and the Cosmo, entered into an Agreement dated the 2nd day of October, A.D. 1967, and which agreement was subsequently revised the 13th day of September, A.D. 1968; the 13th day of December, A.D. 1984, and the 1st day of January 1989 and which agreements concerned the operation of the Cosmo Senior Citizens' Centre in the City of Moose Jaw by the parties hereto;

AND WHEREAS the term of the January 1, 1989 Lease Agreement has expired, and the parties wish to enter into a new Agreement for the use, operation and management of the Cosmo Senior Citizens' Centre for senior citizens and to provide recreation services to senior residents of Moose Jaw and area;

NOW THEREFORE WITNESSETH:

THIS agreement supersedes and takes the place of the prior agreements dated the 2nd day of October, A.D. 1967; the 13th day of September, A.D. 1968; the 13th day of December, A.D. 1984, and the 1st day of January 1989 between the City and Cosmo and the said prior agreements are hereby cancelled and of no effect, and the within Agreement shall take effect in their place.

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT, in consideration of the mutual covenants and Agreements herein contained, the parties agree as follows:

1. LEASE OF THE PROPERTY TO COSMO

1.1 Subject to the terms and conditions set forth herein, the City hereby demises and leases the Property, to COSMO to have and to hold the said Property, subject to Article 3.1(e), for the purposes of providing recreation services to senior residents of Moose Jaw and area for an initial term of twenty (20) years commencing (and retroactive to) January 1, 2005 and expiring on December 31, 2025 or until this Agreement is terminated pursuant to Part 10.

1.2 Upon expiration of the initial term, the Agreement shall remain in effect, thereafter, for successive five (5) year terms, until terminated as pursuant to Part 10.

1.3 COSMO undertakes and agrees not to conduct any commercial or other operations, for profit, other than that provided for in Article 1.1 and 1.4, without the express written consent of the City.

1.4 COSMO undertakes and agrees not to sublet the Property, or any part thereof, for any purpose whatsoever nor allow the use of the Property by any person for any purpose, whatsoever, save with the written consent of the City, PROVIDED, however, that this restriction shall not extend to the Cosmo permitting or allowing the use of the land and premises herein by other non-profit organizations of a public nature or renting the Property to any person for any recreational purpose including without restricting the generality of the foregoing, anniversary receptions, retirement parties, wedding receptions, birthday parties or family reunions.

1.5 COSMO undertakes and agrees not to enter into any contractual or other obligations involving the operation and maintenance of the Property for any period exceeding the unexpired term of this Agreement, without the express written consent of the City.

2. RENT

2.1 Cosmo undertakes and agrees to pay annual rent to the City in each and every year during the currency of this Agreement in the amount One Dollar ($1.00) per year, payable on or before January 1st in each year.

3. CONVENANTS OF COSMO AS TENANT

3.1 Cosmo covenants with the City as follows:

(a) **Rent**:

- to pay the rent set forth in Part 2 in accordance with the terms set forth therein.

(b) **Utilities**:

- to pay any and all charges (including penalties and interest) for telephone, water, gas, electricity and other utilities supplied to the Property.

(c) **Taxes and Assessments:**

- to pay taxes (excluding property taxes), charges, rates, duties, and assessments levied in respect of Cosmos' occupancy of the Property or in respect of the person, property or business of the tenant on the Property as and when they become due.

(d) **Operation and Maintenance:**

- to control the use and management of the Property for the purpose of offering recreational programs appropriate to the members
- to maintain the said Property in a good state of repair, and to keep the Property in a neat and tidy condition, and free of all weeds.
- to operate and maintain Property and all improvements located thereon at its sole expense. (including capital improvements – i.e. roof, furnace, etc.)
- to maintain the Property in good order and clean condition, and promptly make all repairs and do all things necessary to carry out and effect the matters set forth in this Agreement.

(e) **Parking**

- to use the most northern portion of Parcel "A" Plan 62MJ06543 solely as a parking area for the recreation centre. The Cosmo further acknowledges that the City intends to subdivide the southern portion of Parcel "A" and subsequently consolidate same with Parcel "B", Plan 62MJ06543 for future sale and development.

(f) **Additional Buildings**

- to not erect any additional buildings on the Property, nor add to the existing building located on the said lands without submitting plans and specifications therefore to the City, and obtaining the approval of the City to such plans and specifications.

(g) **Observance of Law:**

- to comply with all applicable laws, regulations or rules otherwise of Federal, Provincial and Municipal Governments. Cosmo shall remit all applicable payments for taxes, licenses and permits in respect of its operations to the appropriate authorities in accordance with applicable laws and/or bylaws.

(h) **Surrender of Property:**

- at the expiration of the within lease, surrender and yield up unto the City, the owner of the Property, the buildings and other facilities hereby demised.

(i) **Insurance:**

- to maintain, at its expense, during the currency of the within lease, policies of insurance pursuant to Part 5.
- to promptly notify the City, in writing, of any accidents occurring on the Property.

(j) **Entry by the City:**

- to permit the City or its agents to enter upon the premises at any time and from time to time for the purpose of inspecting the building, and Cosmo would not be entitled to compensation for any inconvenience, nuisance or discomfort occasioned thereby.

(k) **Financial Statements:**

- to submit and file with the City annually its Financial Statement.

(l) **Appointment:**

- to keep the City informed as to the names and addresses of the officers and the Executive of the Cosmo Senior Citizens' Centre.

(m) **Encumbrances:**

- to keep at all times the title of the City to the Property herein described clear and free of all encumbrances and will not suffer or permit anything by which the Title of the City to the Property herein described may be encumbered or charged or by which any liability whatsoever may accrue or be chargeable against the City.

4. COVENANTS OF THE CITY

4.1 CITY covenants with the Cosmo as follows:

(a) **Quiet Enjoyment**

- to permit Cosmo, as long as he/she pays rent and complies with the covenants contained herein and subject to the limitations set forth herein, to use the premises without interference from the City.

(b) **Parking**

- The City agrees to assist Cosmo with the maintenance of the parking area and facilities on Parcel "A" Plan 62MJ06543. The City's obligations to assist in the maintenance of the parking area and facilities shall be limited to assisting in snow removal, and grading and leveling from time to time, as well as any grading, leveling or repairs necessary arising from the City's drainage culvert buried under the said Parcel "A". Cosmo acknowledges and agrees that the City shall be under no obligation whatsoever to pave or otherwise improve the parking lot under the provisions of this paragraph.

(c) **Technical Support**

- The City agrees to assist Cosmo with technical support based on manpower, workload and Department priorities at the time of the request.

5. INSURANCE AND INDEMNIFICATIONS

5.1 Cosmo shall, throughout the term of this Agreement, provide and keep in force property insurance covering damage or destruction of property in and upon buildings and improvements occupied by Cosmo, including insurance on buildings and contents in an amount not less than the replacement cost of the property with an all risk coverage not greater than the amount specified, from time to time, by the City.

5.2 Cosmo shall also acquire and maintain personal injury and property damage liability insurance in an amount not less than Five Million dollars ($5,000,000.00) per incident, commercial and non-owned automobile insurance with not less than Five Million dollars ($5,000,000) coverage per incident; other insurance with coverage for contents, fidelity and crime, with a deductible not greater than the amount specified, from time to time, by the City.

5.3 Cosmo undertakes and agrees:

(a) that the City shall be listed as an additional insured on the insurance policy or policies obtained by Cosmo pursuant to Articles 5.1 and 5.2 and that such policies shall provide that the City will be notified in writing of cancellation or changes to the said policies at least thirty (30) days prior to such cancellation or change; and

(b) to provide the City, upon request, with proof of the insurance in a form satisfactory to the City.

5.4 Cosmo agrees that the City shall not be liable to Cosmo for any claim, demand, damages or rights or causes of action whatsoever arising out of or incidental to or in any manner connected with the operation of the Cosmo Senior Citizens' Centre or any other activity conducted by Cosmo on the Property and Cosmo undertakes and agrees to indemnify the City against all claims, demands, damages or rights or causes of action made or asserted by anyone arising out of or incidental to Cosmos' use and occupation of the Property.

5.5 The City agrees that Cosmo shall not be liable to the City for any claim, demand, damages or rights or causes of action whatsoever arising out of or incidental to or in any manner connected with the maintenance of the parking lot or any other activity conducted by the City on the Property and the City undertakes and agrees to indemnify Cosmo against all claims, demands, damages or rights or causes of action made or asserted by anyone arising out of or incidental to the City's maintenance of the parking lot or any other activity conducted by the City on the Property.

6. DESTRUCTION OR DAMAGE TO COSMO SENIOR CITIZENS' CENTRE

6.1 In the event of a fire or other destruction of the building, Cosmo shall apply the proceeds of insurance maintained by them on the facilities and improvements and shall rebuild the facilities or repair the damage, as the case may be, as soon as reasonably possible to the former condition and in a like manner to the original.

7. IMPROVEMENTS TO THE PROPERTY

7.1 Subject to Article 7.2 and approval by the City, Cosmo shall have the right to make, at its own expense, alterations, additions or improvements to the Property or facilities located thereon, including the construction of buildings.

7.2 Before commencing any excavation or construction works on the Property, Cosmo shall:

(a) submit to the City detailed plans and drawings in a form satisfactory to the City; and

(b) obtain all necessary and required building or development permits.

7.3 Cosmo agrees that the Property and all improvements to the Property, subject to Articles 8.1 and 8.2, shall at all times remain the property of the City.

7.4 Cosmo undertakes and agrees not to enter into any contractual obligations involving improvements to the Property for any period exceeding the unexpired term of this Agreement, without the express written consent of the City.

7.5 Cosmo shall indemnify and save harmless the City from and against all expenses, liens, claims or damages which may arise by reason of any alterations, additions or improvements to the Property undertaken by Cosmo.

8. EQUIPMENT

8.1 The City agrees that all equipment, tools, and supplies brought on the said lease lands by Cosmo from time to time, whether before or during the term hereby granted, shall be and remain the property of Cosmo, and on the termination of this Agreement for any cause whatsoever Cosmo may remove all such equipment, tools, and supplies and those not so removed within three (3) months after the termination of this Agreement, shall become and remain the absolute property of the City. All buildings and fixtures erected or constructed on the leased lands, are deemed to form part of the land and shall be the property of the City upon the termination or expiration of this Agreement.

8.2 It is understood and agreed that the equipment, tools, appliances, and supplies so mentioned above shall not include any utility lines, pipes, poles, or related materials constructed or laid in or on the said lands to service the leased lands.

9. ARBITRATION

9.1 Any dispute arising out of this Agreement shall be subject to arbitration pursuant to the provisions of *The Arbitration Act, 1992* of Saskatchewan.

10. TERMINATION

10.1 If Cosmo defaults in or commits a breach of a substantial nature of any of the terms and conditions of this Agreement, the City may give notice in writing of the default or breach and Cosmo shall promptly attend to correct the default or breach. Failing prompt correction, the City may terminate this Agreement on thirty (30) days notice to Cosmo.

10.2 In addition to Article 10.1, the City may, at its option, terminate this Agreement on written notice if, prior to the completion of Cosmo obligations under this Agreement, Cosmo becomes bankrupt or insolvent or takes the benefit of any statute now or hereafter in force relating to bankrupt or insolvent debtors, or a receiving order is made against Cosmo or Cosmo makes an assignment for the general benefit of its creditors, or an order

is made or a resolution passed for the winding-up of Cosmo, or a receiver or liquidator of Cosmo business or property is appointed.

10.3 Either party may terminate this Agreement:

(a) at the end of the initial term, by providing ninety (90) days notice to the other party prior to the end of that term; or

(b) at the end of any successive term thereafter, by providing two year notice to the other party prior to the end of that term; or

(c) by mutual agreement on ninety (90) days notice at any point during the lease agreement.

10.3.1 Should the City terminate this Agreement due to its requirement for the Property, for future use, the City agrees to make a concerted effort in providing the Cosmo with an alternate location for Recreation Centre for Senior Citizens.

11. MISCELLANEOUS

11.1 The headings and section numbers appearing in this Agreement are inserted as a matter of convenience only and in no way define, limit, construe or describe the scope or intent of such sections and such headings and section numbers shall not in any way other than for reference purposes affect the interpretation or construction of this Agreement.

11.2 This Agreement constitutes the whole Agreement and replaces any other Agreements between the parties.

11.3 The preamble forms an integral part of this Agreement.

11.4 This Agreement shall not be assigned by Cosmo without the prior written consent of the City, said consent not to be unreasonably withheld.

11.5 This Agreement may not be modified or amended except by an instrument in writing signed by the parties hereto or by their successors or assigns.

11.6 If for any reason any term, covenant or condition of this Agreement, or the application thereof to any person or any circumstance, is to any extent held or rendered unenforceable or illegal then such term, covenant or condition:

(a) is and is deemed to be independent of the remainder of the Agreement and to be severable and divisible there from and its unenforceability or illegality does not affect, impair or invalidate the remainder of the Agreement or any part thereof; and

(b) continues to be applicable to and enforceable to the fullest extent permitted by law against any person and circumstance other than those to whom it has been held or rendered unenforceable or illegal.

11.7 Neither party is obliged to enforce any term, covenant or condition in this Agreement against any person, if, or to the extent by doing so, such party is caused to be in breach of any laws, regulations or enactments from time to time in force.

11.8 No waiver shall be inferred or implied by any forbearance by a party hereto or anything done or omitted to be done by a party with respect to a default, breach or nonobservance save only an express waiver in writing and then only to the extent expressly stipulated and necessary to give effect to such express waiver. A waiver by a party of any breach of any term, covenant or condition herein contained shall not be and shall be deemed not to be a waiver of any continuing or subsequent breach of such term, covenant or condition (except as specifically expressed in writing to be so) or of a party's rights hereunder or of any other term, covenant or condition herein contained. Without limiting the generality of the foregoing the subsequent acceptance of payment by a party is not and is deemed not to be a waiver of any preceding breach or continuing breach by the other party of any term, covenant or condition of this Agreement, regardless of knowledge of any such preceding breach at the time of acceptance of such payment.

11.9 Any notice or demand required or permitted to be given to either party hereto pursuant to this Agreement shall be in writing and may be delivered to the Party in person (or to its authorized agent) or by sending it by prepaid registered mail, addressed:

In the case of the City to:

City of Moose Jaw
228 Main Street North
Moose Jaw, Saskatchewan
S6H 3J8
Attention: City Clerk/Solicitor

And in the case of Cosmo to:

Cosmo Senior Citizens' Centre Inc.
235 3rd Ave. N. E.
Moose Jaw, Saskatchewan
S6H 1C9
Attention: Board of Directors

or to such alternate address in Saskatchewan as either party may be notice from time to time advise, and if mailed as aforesaid shall be deemed to be given on the third business day after the date of such mailing.

IN WITNESS WHEREOF COSMO has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers this 30 day of may, 2011.

COSMO SENIOR CITIZENS' CENTRE INCORPORATED

Per: _____
PRESIDENT

Per: Helen Robinson
VICE PRESIDENT

IN WITNESS WHEREOF the City has hereunto affixed its corporate seal as attested to by the hands of its duly authorized officers on the day and year first above written.

THE MUNICIPAL CORPORATION OF THE CITY OF MOOSE JAW

Seal

_____
MAYOR

_____
CITY CLERK

City of
Moose Jaw

COMMUNICATION # EC-2019-0141

TITLE: **Options for the Introduction of an Infrastructure Levy - EC-2019-0141.docx**

TO: **Executive Committee**

FROM: **Department of Financial Services**

DATE: **August 7, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT City Council approve an Infrastructure Levy of $100.00 per taxable property per year or $ 8.33 per month for all property classes except for the multi-unit residential property class which will have an Infrastructure Levy of $100.00 on each unit of the multi-unit residential property per year or $ 8.33 per month; and

THAT the Infrastructure Levy extends to each mobile home in mobile home parks through an agreement with mobile park owners; and further

THAT the Infrastructure Levy be held in a separate Capital Fund and only utilized to fund transportation related infrastructure rehabilitation including road rehabilitation related to the Cast Iron Watermain Program.

TOPIC AND PURPOSE

The purpose of this report is to provide several options related to a potential Infrastructure Levy.

BACKGROUND

The City of Moose Jaw has had ongoing discussions for several years in respect to the potential of implementing an Infrastructure Levy. The City of Moose Jaw, like all other municipalities in Canada, faces inadequate funding for infrastructure rehabilitation. In Moose Jaw the creation of new infrastructure has been the focus since its establishment, but the City is now into the latter stages of the life cycle of a large portion of its infrastructure including water lines, sewer lines, landfill, roadways, sidewalks, bridges and structures.

Current levels of funding are not adequate to repair and rehabilitate much of Moose Jaw's municipal infrastructure. Federal and Provincial Governments have proven to be unreliable sources of funding for infrastructure rehabilitation. Federal and Provincial grant funding tends to come in spurts around Provincial and Federal elections. The exception to this sporadic funding has been the Federal Gas Tax funding which has proven to be a stable source of infrastructure funding.

In 2017, City Council at a regular meeting held on April 24, 2017, considered a report on watermain funding and passed the following motion in respect to Watermain Funding and more specifically transitioning the Hospital Levy into an Infrastructure Levy.

> *"THAT the 2016 Cast Iron Watermain Budget not be carried over to 2017; and*
>
> *THAT the 2.25% allocation of Municipal Taxation in 2017 be reduced to 1.65% and be directed on an ongoing basis to the Cast Iron Watermain Replacement Program; and further*
>
> *THAT the source of funding for the remainder of the annual $5,850,000 (to be inflation adjusted annually) come from the transition of the Hospital Levy into an Infrastructure Levy to be levied on water utility customers based upon meter size starting in 2019."*

During 2019 Budget deliberations, Council received a further report on a potential Infrastructure Levy utilizing the Water Utility as a basis for the levy. In response to that report, City Council passed the following motion:

> *"THAT Administration provide a report to Council with options for the introduction of an Infrastructure Levy in advance of the 2020 Budget process."*

DISCUSSION

The first step in reviewing the need for an Infrastructure Levy is to analyse the need for this type of funding. In reviewing the 2019 to 2023 Capital Plans, it is clear that both the General Capital Reserve and the Waterworks Utility portions of the Capital Budget are in need of significant additional infrastructure funding. See attachment #1 General Capital Reserve Budget and attachment #2 Waterworks Capital Budget/Financial Model.

The previous funding models developed in terms of an Infrastructure Levy anticipated a levy of approximately $100 per property per year or $ 8.33 per month which will generate approximately $1,600,000 annually for infrastructure renewal.

Recent announcements of a doubling of the Gas Tax funding in 2019 and the Federal ICIP program will provide a benefit in 2020/21 primarily to the Waterworks Utility. It is hoped that this funding may lessen or eliminate the need for further borrowing by the utility. However, given the sporadic nature of Federal/Provincial funding, there is still the need for an Infrastructure Levy.

The General Capital Reserve has a $17.6 million dollar deficit over five years which originates primarily in the Transportation area of this budget.

In reviewing other Cities in Saskatchewan, there are two forms of Infrastructure Levy in place. The first is a base tax applied to the various property classes. The table below summarizes some of the communities with this type of levy.

Comparison of Base Tax
Infrastructure Levies
Saskatchewan Cities

	Type	Residential	Commercial
Humboldt	Roadway Rehabilitation	65	70 to 1750
	Infrastructure Tax	130	135 to 3375
Matensville	Wastewater Levy	75	75
	Recreation Levy	100	100
North Battleford	Underground and Asphalt Levy	$4.36 a front foot	$4.36 a front foot
	Recreation Facilities	187.46	1.41 mills
Prince Albert	Roadways Levy	189	500 to 14,500
	Infrastructure Tax	60	125 to 4,700
Yorkton	Recreation Levy	100	100

The second type of Infrastructure Levy is one specific to a utility in which the utility levies a monthly or volume--based levy on users to help support the infrastructure renewal of that utility. The table below summarizes some communities with this type of levy.

Comparison of Utility based
Infrastructure Levies
Saskatchewan Cities

	Type	Residential	Commercial
Estevan	Drainage Levy	21.05 bi monthly	21.05 bi monthly
	Water Infrastructure	20.00 bi monthly	20.00 bi monthly
Humboldt	Storm Infrastructure Fee	NA	NA
Melville	Infrastructure Levy	23.12 monthly	23.12 monthly
North Battleford	Water Undergrounds	10.67 to 864.27	10.67 to 864.27
	based on meter size per month		
	Sewer Undergrounds	13.30 to 1370.52	13.30 to 1370.52
	based on meter size per month		
Prince Albert	Water Capital Works	25.00 to 350.00	25.00 to 350.00
	based on meter size per month		
	Sewer Capital Works	22.00 to 308.00	22.00 to 308.00
	based on meter size per month		
Saskatoon	Infrastructure Consumption Charge	3.169 per 100 Cu.ft	2.631 per 100 Cu.ft

In reviewing options for implementing a levy, City Administration would recommend to City Council to adopt a levy based upon a base tax as it has the flexibility to be utilized for a wide range of infrastructure needs. A utility-based levy on the other hand is more restrictive and generally just utilized for that utility's capital needs. By going with a broad-based Infrastructure Levy, it will be possible for Council to direct it to the area most in need of funding.

City Administration would also recommend a flat $100 levy (Base Tax) or $ 8.33 per month for all property classes. The treatment of commercial properties the same as residential will help lessen the property tax gap that exists between commercial and residential properties. Also, all citizens utilize the transportation infrastructure so a flat rate for all reflects this usage.

An alternative to a levy is simply to increase municipal taxation and utility rates to generate the additional monies needed to fund the City's infrastructure needs. Those increases would be:

- Municipal Tax increase of approximately 5.5% would generate $1,600,000 for infrastructure renewal.

- Water Utility rate increase of approximately 16%.

In reviewing all the options, City Administration would recommend that City Council adopt a base tax of $100 per taxable property levied or $ 8.33 per month on the same basis as the previous Hospital Levy. This will generate approximately $1,600,000 annually which City Administration would recommend be directed to the Transportation section of the General Capital Reserve portion of the Capital Budget; and that the funds be directed to fund Transportation related infrastructure rehabilitation including road rehabilitation related to the Cast Iron Watermain Program. By including Cast Iron Watermain road repair it will allow for some of the funding to be used to alleviate funding issues in the Waterworks Utility.

OPTIONS TO RECOMMENDATION

1. City Council refer this report to City Council budget deliberations.

2. City Council recommend an alternative amount for the levy.

3. City Council implement a Utility based levy.

4. City Council increase taxation or water rates to generate the required funding.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

This is a public communication as have been the previous communications on this matter. Citizens or groups are invited to make their viewpoints known to City Council.

COMMUNICATION PLAN

Once Council has made a decision on the type of levy to pursue, it will come back before Council to be approved either as part of the Mill Rate Bylaw or Utility Bylaw. This will allow the public another opportunity to express their views on the matter at that time.

STRATEGIC PLAN

The ability to fund strategic initiatives such as infrastructure renewal is necessary for rehabilitation of these assets to move forward.

BYLAW OR POLICY IMPLICATIONS

Decisions made in respect to a levy will ultimately come back to Council in bylaw form for approval.

FINANCIAL IMPLICATIONS

The suggested implementation of an Infrastructure Levy in 2020 would generate approximately $1,600,000 annually which would go towards Transportation related infrastructure renewal.

PRESENTATION

VERBAL: The Director of Financial Services will be in attendance to present an overview of the report.

ATTACHMENTS

1. 2019 to 2023 General Capital Reserve Budget.

2. 2019 to 2023 Waterworks Utility Budget and Financial Model.

3. December 4, 2018 report from the Financial Services Department re: Utility rate Review.

REPORT APPROVAL

Written by: Brian Acker, B.Comm., CPA, CMA, Director of Financial Services
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

Mayor's Comments:

The hospital levy had a start and end date to coincide with the construction of the new hospital. If an infrastructure levy is introduced which was part of the 2016 Cast Iron Referendum, then there should also be a start and end date to coincide with designated projects.

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Options for the Introduction of an Infrastructure Levy - EC-2019-0141.docx
Attachments:	- ATTACHMENT 1 - 2019 to 2023 General Capital Reserve Budget.pdf - ATTACHMENT 2 - 2019 to 2023 Waterworks Utility Budget and Financial Model.docx - ATTACHMENT 3 - December 4 2018 report from the Financial Services Department re Utility Rate Review.pdf
Final Approval Date:	Aug 15, 2019

This report and all of its attachments were approved and signed as outlined below:

Tracy Wittke - Aug 12, 2019 - 2:59 PM

Jim Puffalt - Aug 14, 2019 - 7:17 AM

Fraser Tolmie - Aug 15, 2019 - 12:26 PM

ATTACHMENT #1 - 2019 to 2023 General Capital Reserve Budget

GENERAL CAPITAL RESERVE SUMMARY
2019 - 2023

	2018	2019	2020	2021	2022	2023	Total
Carry over from previous year	$ 7,010,116	$ 6,675,897	$ 1,822,417	$ (7,502,054)	$ (10,969,081)	$ (14,468,418)	
SPC Funds Available	$ 2,818,667	$ 2,814,524	$ 2,913,032	$ 3,014,988	$ 3,120,513	$ 3,229,731	$ 15,092,788
Hospital Levy	$ 1,620,000	$ 257,000	$ -	$ -	$ -	$ -	$ 257,000
Taxation Revenue	$ 3,069,761	$ 3,583,283	$ 3,506,860	$ 3,640,805	$ 3,750,029	$ 3,862,530	$ 18,343,506
Capital Expenditure Fund Interest	$ 1,315,000	$ 1,295,000	$ 1,150,000	$ 1,450,000	$ 1,400,000	$ 1,500,000	$ 6,795,000
Land Sale Proceeds	$ 1,530,000	$ 910,000	$ 910,000	$ 1,125,000	$ 880,000	$ 880,000	$ 4,705,000
Parks Dedication Reserve	$ 82,500	$ 20,000	$ 98,500	$ 39,000	$ 39,500	$ 40,000	$ 237,000
Traffic Safety Reserve Cont	$ 1,093,087	$ -	$ -	$ -	$ -	$ -	$ -
Accumulated Surplus	$ 1,613,791	$ -	$ -	$ -	$ -	$ -	$ -
SaskEnergy Mun. Surcharge	$ -	$ 912,500	$ 930,750	$ 949,365	$ 968,352	$ 987,719	$ 4,748,686
Fundraising Contributions	$ 206,989	$ 296,989	$ 329,495	$ -	$ -	$ -	$ 626,484
Transfer to Waterworks	$ (2,193,874)	$ (2,691,492)	$ (2,668,666)	$ (2,748,726)	$ (2,831,188)	$ (2,916,123)	$ (13,856,194)
Uncompleted Works	$ (5,531,900)	$ (3,672,747)	$ -	$ -	$ -	$ -	
Capital Funding Available	**$ 12,634,137**	**$ 10,400,954**	**$ 8,992,388**	**$ (31,622)**	**$ (3,641,874)**	**$ (6,884,561)**	**$ 36,949,271**
Transportation	$ 6,030,800	$ 4,468,962	$ 12,706,200	$ 7,464,000	$ 7,336,930	$ 7,661,000	$ 39,637,092
Parks and Recreation	$ 1,642,115	$ 1,093,130	$ 1,072,995	$ 1,300,885	$ 1,244,010	$ 798,153	$ 5,509,173
Other Services	$ 3,914,222	$ 2,546,445	$ 1,875,247	$ 1,452,574	$ 1,445,604	$ 1,430,620	$ 8,750,490
Police Services	$ 50,000	$ 65,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 265,000
Fire Services	$ 89,000	$ -	$ -	$ -	$ -	$ -	$ -
Downtown Facility & FieldHouse	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Storm Sewers	$ 800,000	$ 405,000	$ 790,000	$ 670,000	$ 750,000	$ 840,000	$ 3,455,000
Total Funding Required	$ 12,526,137	$ 8,578,537	$ 16,494,442	$ 10,937,459	$ 10,826,544	$ 10,779,773	$ 57,616,755
Surplus/Shortfall	**$ 108,000**	**$ 1,822,417**	**$ (7,502,054)**	**$ (10,969,081)**	**$ (14,468,418)**	**$ (17,664,334)**	
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	
Final Surplus/Shortfall	**$ 108,000**	**$ 1,822,417**	**$ (7,502,054)**	**$ (10,969,081)**	**$ (14,468,418)**	**$ (17,664,334)**	

Attachment #2 2019 to 2023 Waterworks Utility Budget and Financial Model

WATER UTILITY RESERVE
2019 - 2023

	2018	2019	2020	2021	2022	2023	Total
Opening Balance	$8,793,648	$18,071,573	($7,919,519)	$29,018	($1,028,477)	($1,174,050)	
Contributions during the year	$6,587,995	$7,960,506	$10,125,207	$11,333,462	$12,154,384	$13,186,779	$54,760,338
Loan Proceeds	$30,000,000	$0	$20,000,000	$0	$0	$0	$20,000,000
less Water Works Projects	$35,408,000	$20,885,349	$22,176,670	$12,390,957	$12,299,957	$13,099,957	$80,852,890
less Uncompleted Works	$20,557,830	$13,066,249	$0	$0	$0	$0	
Year End Balance	**($10,584,187)**	**($7,919,519)**	**$29,018**	**($1,028,477)**	**($1,174,050)**	**($1,087,228)**	

City of Moose Jaw
Waterworks Utility
2019 to 2023 Financial Model

Waterworks Utility - Forecast Revised February 12th, 2019	2018	2019	2020	2021	2022	2023
Operating Budget Model						
Revenues:						
General Service	$ 10,600,000	$ 11,174,300	$ 12,325,935	$ 13,989,937	$ 15,123,122	$ 16,348,094
Utility Billing Penalties	58,277	60,387	65,278	74,091	80,092	86,580
Connection Fees	62,235	62,940	63,000	65,000	67,000	70,000
Water Depots	35,075	28,390	30,690	34,833	37,654	40,704
House Connections	300,000	300,000	315,000	330,750	347,288	364,652
Miscellaneous Revenue	1,092	1,000	1,000	1,000	1,000	1,000
Water Meter Revenue	17,000	20,000	21,000	22,000	23,000	24,000
Total Revenues	$ 11,073,679	$ 11,647,017	$ 12,821,903	$ 14,517,610	$ 15,679,155	$ 16,935,030
Expenditures:						
Production	$ 2,971,446	$ 3,047,945	$ 3,279,790	$ 3,752,742	$ 4,044,169	$ 4,266,440
Distribution	4,018,372	4,032,213	4,128,986	4,228,082	4,329,556	4,433,465
Administration	1,361,636	1,500,084	1,556,961	1,640,761	1,748,248	1,829,777
Total Expenditures	$ 8,351,454	$ 8,580,242	$ 8,965,737	$ 9,621,584	$ 10,121,972	$ 10,529,682
Reserve Contribution	$ 2,722,225	$ 3,066,775	$ 3,856,166	$ 4,896,026	$ 5,557,183	$ 6,405,348
Reserve Cashflow Model	2018	2019	2020	2021	2022	2023
Opening Balance of Reserve	$ 8,326,765	$ 18,071,573	$ (7,919,519)	$ 29,018	$ (1,028,477)	$ (1,174,051)
Reserve Contribution	2,722,225	3,066,775	3,856,166	4,896,026	5,557,183	6,405,348
Interest Revenue	237,585	119,287	(102,577)	(14,242)	(34,139)	(37,876)
Borrowing Proceeds	30,000,000	-	20,000,000	-	-	-
Gas Tax Funding	2,033,041	2,082,952	2,082,952	2,082,952	2,082,952	2,082,952
Borrowing Repayment	(508,103)	(2,575,349)	(4,423,670)	(4,424,957)	(4,424,957)	(4,424,957)
Tax Funding	2,706,874	2,691,492	2,668,666	2,748,726	2,831,188	2,916,123
Infrastructure Levy	-	-	1,620,000	1,620,000	1,717,200	1,820,232
Carry Forwards	-	(13,066,249)	-	-	-	-
Capital Expenditures	(27,446,814)	(18,310,000)	(17,753,000)	(7,966,000)	(7,875,000)	(8,675,000)
Closing Balance of Reserve	$ 18,071,573	$ (7,919,519)	$ 29,018	$ (1,028,477)	$ (1,174,051)	$ (1,087,229)
Forecast Rates:	2018	2019	2020	2021	2022	2023
Projected Key Rates						
Anticipated Cost Increases	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Production Cost Increases	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Approved Rate Structure	9.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Structure	0.0%	6.0%	9.0%	15.0%	9.0%	9.0%
Conservation Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average Cost Example	2018	2019	2020	2021	2022	2023
75M3 per Qtr 15 - 20mm Meter	$ 181.89	$ 192.81	$ 210.16	$ 241.68	$ 263.44	$ 287.14
25M3 per Mnth 15 - 20mm Meter	$ 60.63	$ 64.27	$ 70.05	$ 80.56	$ 87.81	$ 95.71
Infrastructure Levy-15-20mm/Mnth	$ -	$ 8.33	$ 8.33	$ 8.33	$ 8.83	$ 9.36

City of
Moose Jaw

LETTER OF COMMUNICATION

TITLE: **Utility Rate Review**

TO: **Budget Committee**

FROM: **Department of Financial Services**

DATE: **December 4, 2018**

PUBLIC: **This is a public document**

IN-CAMERA:

RECOMMENDATION

THAT the Waterworks and Sanitary Sewer Utility Rate Schedule be amended to reflect a 6% rate increase effective April 1, 2019; and

THAT effective April 1, 2019, a Waterworks Infrastructure Levy be established based upon a variable monthly levy based upon meter size. That infrastructure Levy will be:

Meter Size	Monthly Levy
15 - 20 mm	$8.33
21 - 30 mm	$16.67
31 - 40 mm	$33.33
41 - 50 mm	$66.67
51 - 75 mm	$133.00
76 - 100 mm	$267.00
101 - 150 mm	$533.00
151 - 200 mm	$1,067.00
greater than 200mm	$2,133.00

and further;

THAT City Administration be directed to amend Bylaw No. 5152 The Sewer and Water Utility Bylaw.

TOPIC AND PURPOSE

The purpose of this report is to provide Budget Committee with the results of an analysis of Water and Sewer Utility rates.

BACKGROUND

The City of Moose Jaw provides water and sanitary sewer services to the citizens and businesses of the community via two separate utilities. The Waterworks Utility is set up to be a self-funded utility that provides potable water to the citizens and businesses of the City of Moose Jaw. Likewise, the Sanitary Sewer Utility is also self-funded and provides sanitary sewer disposal services to the citizens and businesses of Moose Jaw.

On April 24, 2017, City Council passed the following motion in respect to Watermain Funding and more specifically transitioning the Hospital Levy into an Infrastructure Levy.

> "THAT the 2016 Cast Iron Watermain Budget not be carried over to 2017; and
>
> THAT the 2.25% allocation of Municipal Taxation in 2017 be reduced to 1.65% and be directed on an ongoing basis to the Cast Iron Watermain Replacement Program; and further
>
> THAT the source of funding for the remainder of the annual $5,850,000 (to be inflation adjusted annually) come from the transition of the Hospital Levy into an Infrastructure Levy to be levied on water utility customers based upon meter size starting in 2019."

Waterworks Utility

The Waterworks Utility's Operating Expenditures are funded from the revenue generated from utility rate charges to its customers. The excess of utility rate revenues, once operating expenditures have been satisfied, is contributed as a reserve charge to be utilized to fund its capital needs. It is estimated that the Waterworks Utility will generate approximately $2,492,475 in 2019 towards these capital needs.

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Waterworks

Description	2018 Projection	2018 Budget	2019 Budget	2019 - 2018 INC (DCR)	% Change
GENERAL SERVICE	10,600,000	10,015,565	10,600,000	584,435	5.8%
UTILITY BILLING PENALTIES	58,277	42,438	60,387	17,949	42.3%
CONNECTION FEES	62,235	65,025	62,940	(2,085)	(3.2)%
WATER DEPOTS	35,075	27,361	28,390	1,029	3.8%
HOUSE CONNECTIONS	300,000	250,000	300,000	50,000	20.0%
MISCELLANEOUS REVENUE	1,092	5,700	1,000	(4,700)	(82.5)%
WATER METER REVENUE	17,000	29,000	20,000	(9,000)	(31.0)%
REVENUES	**11,073,679**	**10,435,089**	**11,072,717**	**637,628**	**6.1%**
PRODUCTION	2,971,446	3,118,271	3,047,945	(70,326)	(2.3)%
DISTRIBUTION	4,018,372	3,933,184	4,032,213	99,029	2.5%
ADMINISTRATION	1,361,636	1,337,706	1,500,084	162,378	12.1%
RESERVE CHARGE	2,722,225	2,045,928	2,492,475	446,547	21.8%
EXPENDITURES	**11,073,679**	**10,435,089**	**11,072,717**	**637,628**	**6.1%**

The Waterworks Utility is also the recipient of the City's Gas Tax funding which will total an estimated $2,082,952 in 2019. In addition to this funding, the City currently redirects municipal taxation to the utility to partially fund the cast iron watermain replacement program. This appropriation of tax revenues totals $2,836,492. In summary, for 2019 the following are the anticipated funding sources for the utilities capital needs:

Utility Rate Charges	$2,492,475
Gas Tax Funding	$2,082,952
Municipal Taxation	$2,836,492
Total Funds for Capital Needs	$7,411,919

The capital needs of the Waterworks Utility are estimated to be $119,654,432 over the next five years.

Sanitary Sewer Utility

The Sanitary Sewer Utility is estimated to generate $3,833,354 in 2019 as a reserve charge which will be utilized to fund current borrowings and future capital needs. The Sanitary Sewer Utility is a self-funded utility which means it relies on the revenue generated from utility rate charges and grant funding to fully fund its operations and capital needs.

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Sanitary Sewer

Description	2018 Projection	2018 Budget	2019 Budget	2019 - 2018 INC (DCR)	% Change
GENERAL SERVICE	7,670,000	7,636,647	7,670,000	33,353	0.4%
SEWER BLOCKS	450	4,663	806	(3,857)	(82.7)%
UTILITY BILLING PENALTIES	44,998	40,127	46,217	6,090	15.2%
SEPTAGE FEES	34,793	21,171	26,811	5,640	26.6%
HOUSE CONNECTIONS	400,000	275,000	400,000	125,000	45.5%
REVENUES	**8,150,241**	**7,977,608**	**8,143,834**	**166,226**	**2.1%**
ADMINISTRATION	1,000,542	994,790	1,038,449	43,659	4.4%
RESERVE CHARGE	3,876,344	3,694,414	3,833,354	138,940	3.8%
SEWAGE TREATMENT	2,043,742	2,119,753	2,083,785	(35,968)	(1.7)%
SANITARY SEWERS	1,229,613	1,168,651	1,188,246	19,595	1.7%
EXPENDITURES	**8,150,241**	**7,977,608**	**8,143,834**	**166,226**	**2.1%**

The Sanitary Sewer Utility has planned capital expenditures over the next five years of $32,314,133.

The table below shows the City of Moose Jaw's Water and Sewer rate increases since 2005:

Historical Review of Utility Rate Increases

Water	***Sewer***	
2005	2.00%	2.00% *
2006	2.00%	2.00% *
2007	5.00%	10.00%
2008	10.00%	15.00%
2009	10.00%	15.00%
2010	5.00%	13.00%
2011	15.00%	15.00%
2012	9.00%	9.00%
2013	9.00%	9.00%
2014	9.00%	9.00%
2015	9.00%	9.00%
2016	9.00%	9.00%
2017	15.00%	6.00%
2018	9.00%	6.00%

* Note: Rate increases during the 2002 to 2006 period were not a flat across-the-board increase, but rather were made up of varying rate increases per type of meter and level of consumption. The increase shown is the average projected increase per Communication #178 dated July 11, 2001.

DISCUSSION

The Water and Sewer Utilities are both facing expenditure pressures on the operating and capital areas. The discussion below attempts to address the challenges and potential ways to deal with those challenges for each utility.

Waterworks Utility

The Water Utility operational costs appear to be stabilizing with distribution costs more within a normal inflationary increase. In terms of production costs, there is a small decrease for 2019, but significant increases in water rates charged by the Buffalo Pound Water Treatment Corporation (BPWTC) for capital improvements will impact production costs going forward.

These increased production costs are the result of the BPWTC now being responsible for all capital costs related to the facility. In order to fund an estimated $127 million to $224 million dollar renewal project, the rates charged for water will climb in the future. The table below summarizes those projected increases:

	Rate per megaliter
2018	533.00
2019	543.00
2020	585.00
2021	672.00
2022	725.00
2023	765.00

In terms of the infrastructure needs of the utility, they total $119,935,619 and are detailed in Attachment #1 - 2019 to 2023 Waterworks Planned Capital Expenditures. This is an extreme amount of capital works for a utility of this size (annual revenue approx. $11 million).

The Financial Services Department has created a Financial Model for the Waterworks Utility that puts into perspective the extreme financial pressures being faced by the utility. This model can be found in Attachment #2 - 2019 to 2023 Waterworks Financial Model.

As can be seen, the financial model calls for an additional $45 million in borrowing, which is in addition to the $30 million borrowed in 2018. As well, the model has been produced with annual 6% rate increases which is the direction of City Council. Lastly, the transition of the Hospital Levy to a Waterworks Levy beginning in 2019 has been accounted for in the model.

The one thing this financial model does not take into account is the potential for any Federal/Provincial Grant funding. If the City were successful in getting Federal/Provincial funding, this would reduce some of the borrowing needs.

The financial model presented will meet the needs of the utility over the next five years, but does not provide long term financial stability for the utility. Going forward into the future, there will be a need for utility rate increases greater than 6% annually and/or significant amounts of Federal and Provincial grant funding.

The current financial model also will not provide much if any room for future debt limit requirements related to the BPWTC renewal. The funding for the renewal project will come from the rates charged for water by BPWTC. However, since the corporation is jointly owned by the City of Regina (74%) and City of Moose Jaw (26%) any borrowing done by the corporation will count against the borrowing limits of the two cities.

In Moose Jaw's case, 26% of any borrowing will need to be absorbed in the City's debt limit. The City's debt limit currently sits at $95 million dollars and approximately $64 million dollars of that limit has been used to date. The waterworks financial model anticipates that an additional $45 million in borrowing for the Waterworks Utility will be required over the next three years. Given that a portion of the debt will be paid off over the next three years, it is estimated that the additional $45 million in borrowing will put the City at its debt limit of $95 million dollars.

Where issues may potentially arise is the amount of additional debt limit that will be required for the City of Moose Jaw's 26% share of the BPWTC renewal project. That could range from $33 million to $58 million if no grant funding is available. If 50% grant funding were available for the plant renewal, then the City's share of debt would range from $16.5 to $29.0 million dollars. The lower range of this debt requirement is likely manageable; however, if significant Federal and Provincial funding is not available, then it may be difficult for the City to get that high a debt level approved by the Saskatchewan Municipal Board given our current planned debt levels.

The financial model presented with 6% annual rate increases, transition of the Hospital Levy to a Waterworks Infrastructure Levy and $45 million in borrowing is manageable over the five year Capital Plan period. Future periods beyond 2023 being manageable are predicated on a significantly reduced capital need and Federal and Provincial grant funding.

Sanitary Sewer Utility

The Sanitary Sewer Utility is experiencing more moderate cost pressures on its operations and capital needs. The debt that the corporation currently holds will be paid off at the end of 2023 and the financial model appears to be sustainable with moderate rate increases of 6% each year over the five year period.

In the longer term, it may make sense to look at the potential of combining the Waterworks and Sanitary Sewer Utilities into one entity. This would have the benefit of creating a larger utility which could redirect resources from one area such as Sanitary Sewers to areas of financial need such as Waterworks. This type of amalgamation is several years off as the Sanitary Sewer Utility is just now getting on solid financial footings where at a point five or so years down the road, it may be able to contribute to Waterworks capital needs.

In terms of the infrastructure needs of the utility, they total $32,314,133 and are detailed in Attachment #3 - 2019 to 2023 Sanitary Sewer Planned Capital Expenditures. This is a much more moderate capital request than the Waterworks Utility and in addition, long-term borrowing for the utility will be fully repaid by 2023. Annual contributions from operations to capital are also strong at an estimated $3,833,354 in 2019 before the proposed 6% rate increase.

The Financial Services Department has created a Financial Model for the Sanitary Sewer Utility that puts into perspective the financial pressures being faced by the utility. This model can be found in Attachment #4 - 2019 to 2023 Wastewater Financial Model. City Administration would recommend funding the Sanitary Sewer Utility with 6% rate increases over the next five years.

Conclusion

As can be seen from the discussion above, both utilities are facing financial pressures. The analysis above has proposed rate increases for each of the next five years for each utility.

The uncertainty surrounding these financial models relates to:

- Scope of work that must be performed over the next five years.
- Federal/Provincial Infrastructure Funding.

Given these uncertainties and the obvious need for a utility increase for 2019, City Administration would recommend to Council to proceed with a 2019 increase only at this point in time.

The rate adjustments recommended in this report are necessary for the utilities to be able to meet their financial obligations and continue to provide water and sanitary sewer services.

A comparison of other cities' 2017 rates for both residential and commercial usage is provided in Attachment #5 - 2017 Utility Rate Comparison (2018 comparison was not available). As can be seen, the City of Moose Jaw has the fifth lowest residential rates and the fourth lowest commercial rates amongst the cities surveyed.

Also of specific interest is the water and sewer rates of Moose Jaw's closest comparator, that being the City of Regina. (See attachment #6.) The City of Regina's 2018 water and sewer rates are compared to the City of Moose Jaw's in the attached table. The table indicates that the City of Regina's residential water and sewer charges are 22% more than Moose Jaw's.

The City of Moose Jaw's water and sewer charge for a residential customer with a 20 mm meter and 25 M3 of usage a month is $109.69. The proposed rate increases will result in this same residential customer paying $116.27 for water and sewer services in 2019 plus the water infrastructure levy of $8.33 bringing the total monthly charge to $124.60. Although this is a significant increase in cost, it should be noted that the cost of water and sewer services is still reasonable when compared to the monthly charges that one pays for electricity, natural gas, cable and telephone.

City Administration is recommending only a one-year utility rate increase be implemented at this time. The rationale for this recommendation is twofold. First of all the capital plans for both utilities are subject to fluctuation into the future and secondly the City is hopeful it will receive some Federal/Provincial funding over the next five years. For these reasons, a rate increase of 6% for the Waterworks Utility and 6% for the Sanitary Sewer Utility effective April 1, 2019 is being recommended.

OPTIONS TO RECOMMENDATION

1) Implement a longer term rate increase such as three years of 6% utility rate increases and implementation of the Infrastructure Levy.

PUBLIC AND/OR STAKEHOLDER INVOLVEMENT

As part of the City's public input process, individuals or groups can present a submission to Budget Committee in respect to proposed utility rate increases. At this point, no groups or individuals have come forward but if any do, they will be allowed to present at this meeting.

COMMUNICATION PLAN

Once a decision on 2019 utility rate increases have been ratified, City Administration will inform the public of the upcoming increases through advertising as well as an insert in utility bills.

In addition, as part of the communications plan for this rate increase, the City will make every effort to inform our customers about the Water Instalment Payment Plan (WIPPS) that the City offers. This plan allows customers to move from the regular three month

billing and payment cycle to a monthly payment cycle but which requires the customer to sign up for direct debit as a method of payment. The move from quarterly to monthly billings under the WIPPS plan allows customers to be charged a more manageable monthly bill rather than facing a larger bill every three months, penalty free due to the direct withdrawal requirement. Currently about 14.3 % of the City's Water & Sewer customers take advantage of the monthly payment plan.

STRATEGIC PLAN

Developing an appropriate utility rate structure forms the basis for the carrying out of the City's strategic and administrative plans as they relate to both the Waterworks and Sanitary Sewer Utilities. This funding mechanism also provides for the funding necessary to move forward with infrastructure renewal and supports the administrative strategic theme of enhancing infrastructure planning and management.

BYLAW OR POLICY IMPLICATIONS

The approval of the recommendation in this report will result in the need to amend the rate schedule in Bylaw No. 5152 The Sewer and Water Utility Bylaw.

FINANCIAL IMPLICATIONS

The proposed rate increases and levy introduction for the Waterworks Utility and the rate increase for the Sanitary Sewer Utility will generate annually approximately $2,192,000 and $414,000 respectively. It is important to note that taxpayers will see a corresponding drop in the monies levied for the hospital of $1,620,000 annually.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy as incorporated into the City Administration Bylaw No. 5175 of 2016 is not required.

PRESENTATION

VERBAL: X AUDIO/VISUAL: NONE:

ATTACHMENTS

1) 2019 to 2023 Waterworks Planned Capital Expenditures.

2) 2019 to 2023 Waterworks Financial Model.

3) 2019 to 2023 Sanitary Sewer Planned Capital Expenditures.

4) 2019 to 2023 Wastewater Financial Model.

5) 2017 Utility Rate Comparison.

6) Comparison to City of Regina Utility Rates.

7) Potential Waterworks Infrastructure Levy examples.

Respectfully Submitted By,

Brian Acker
Brian Acker, B.Comm., CPA, CMA
Director of Financial Services

BA/sp

Attachs.

APPROVAL OF REPORT RECEIVED **COMMENTS RECEIVED**

Jim Puffalt
Jim Puffalt, City Manager

Fraser Tolmie
Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

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ATTACHMENT #1 – 2019 TO 2023 Waterworks Planned Capital Expenditures

Object Account	Total 2018	Carry Forward 2018	2019	2020	2021	2022	2023	Total
9618 - WW1 WATER DISTRIBUTION	679,000	400,000	310,000	653,000	666,000	675,000	675,000	2,979,000
9604 - WW4 WATER RESERVOIRS	13,358,724	12,500,000	7,100,000	2,000,000	2,300,000	2,300,000	2,200,000	15,900,000
9612 - WW5 BPWTP	5,634,163	5,629,381	-	-	-	-	-	-
9616 - WW16 BPWTP TRANSMISSION LINE	21,103,139	4,110,000	3,500,000	100,000	-	-	-	3,600,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	2,679,000	-	4,423,349	5,857,000	6,751,287	6,751,287	6,751,287	30,534,210
9650 - WS1 RAW WATER ASSETS	200,000	200,000	-	-	-	-	-	-
9609 - WW9 FEEDER MAINS	2,885,000	2,772,494	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	7,000,000
9617 - WW17 CAST IRON WATERMAIN REP	8,267,464	1,810,534	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
Water Utility Reserve Summary	54,806,490	27,422,409	23,833,349	17,110,000	17,217,287	17,226,287	17,126,287	92,513,210

City of Moose Jaw
Waterworks Utility
2019 to 2023 Financial Model

Waterworks Utility - Forecast Revised November 22nd, 2018	2018	2019	2020	2021	2022	2023
Operating Budget Model						
Revenues:						
General Service	$ 10,600,000	$ 11,029,300	$ 11,775,710	$ 12,411,598	$ 13,081,824	$ 13,788,243
Utility Billing Penalties	58,277	60,387	63,648	67,085	70,707	74,526
Connection Fees	62,235	62,940	63,000	65,000	67,000	70,000
Water Depots	35,075	28,390	29,923	31,539	33,242	35,037
House Connections	300,000	300,000	315,000	330,750	347,288	364,652
Miscellaneous Revenue	1,092	1,000	1,000	1,000	1,000	1,000
Water Meter Revenue	17,000	20,000	21,000	22,000	23,000	24,000
Total Revenues	$ 11,073,679	$ 11,502,017	$ 12,269,281	$ 12,928,972	$ 13,624,061	$ 14,357,457
Expenditures:						
Production	$ 2,971,446	$ 3,047,945	$ 3,279,790	$ 3,752,742	$ 4,044,169	$ 4,266,440
Distribution	4,018,372	4,032,213	4,128,986	4,228,082	4,329,556	4,433,465
Administration	1,361,636	1,500,084	1,549,711	1,613,249	1,669,331	1,727,712
Total Expenditures	$ 8,351,454	$ 8,580,242	$ 8,958,487	$ 9,594,073	$ 10,043,056	$ 10,427,617
Reserve Contribution	$ 2,722,225	$ 2,921,775	$ 3,310,794	$ 3,334,899	$ 3,581,006	$ 3,929,840
Reserve Cashflow Model	2018	2019	2020	2021	2022	2023
Opening Balance of Reserve	$ 8,326,765	$ 18,138,802	$ (3,743,594)	$ 4,086,191	$ 7,075,030	$ 445,974
Reserve Contribution	2,722,225	2,921,775	3,310,794	3,334,899	3,581,006	3,929,840
Interest Revenue	238,190	169,143	4,452	159,042	116,562	(88,760)
Borrowing Proceeds	30,000,000	20,000,000	15,000,000	10,000,000	-	-
Gas Tax Funding	2,033,041	2,082,952	2,082,952	2,082,952	2,082,952	2,082,952
Borrowing Repayment	(504,212)	(4,423,349)	(5,857,000)	(6,751,287)	(6,751,287)	(6,751,287)
Tax Funding	2,706,874	2,836,492	2,921,587	3,009,234	3,099,511	3,192,497
Infrastructure Levy	-	1,363,000	1,620,000	1,620,000	1,717,200	1,820,232
Carry Forwards	-	(27,422,409)	-	-	-	-
Capital Expenditures	(27,384,081)	(19,410,000)	(11,253,000)	(10,466,000)	(10,475,000)	(10,375,000)
Closing Balance of Reserve	$ 18,138,802	$ (3,743,594)	$ 4,086,191	$ 7,075,030	$ 445,974	$ (5,743,552)
Forecast Rates:	2018	2019	2020	2021	2022	2023
Projected Key Rates						
Anticipated Cost Increases	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Production Cost Increases	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Approved Rate Structure	9.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Structure	0.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Conservation Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average Cost Example	2018	2019	2020	2021	2022	2023
75M3 per Qtr 15 - 20mm Meter	$ 181.89	$ 192.81	$ 204.38	$ 216.64	$ 229.64	$ 243.41
25M3 per Mnth 15 - 20mm Meter	$ 60.63	$ 64.27	$ 68.13	$ 72.21	$ 76.55	$ 81.14
Infrastructure Levy-15-20mm/Mnth	$ -	$ 8.33	$ 8.33	$ 8.33	$ 8.83	$ 9.36

ATTACHMENT #3 – 2019 TO 2023 Sanitary Sewer Planned Capital Expenditures

Object Account	Total 2018	Carry Forward 2018	2019	2020	2021	2022	2023	Total
9731 - S1 SANITARY SEWERS	1,611,000	1,175,000	1,569,000	2,906,000	1,150,000	1,000,000	1,000,000	7,625,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,428,252	933,000	770,000	543,000	1,432,000	500,000	500,000	3,745,000
9734 - S4 LIFT STATIONS	300,000	300,000	370,000	390,000	6,250,000	4,500,000	200,000	11,710,000
9725 - S25 WASTEWATER LOAN REPAYMENT	1,545,688	-	1,544,494	1,545,278	1,546,461	1,545,068	644,832	6,826,133
Sanitary Sewage Reserve Summary	4,884,940	2,408,000	4,253,494	5,384,278	10,378,461	7,545,068	2,344,832	29,906,133

City of Moose Jaw
Sanitary Sewer (Wasterwater) Utility
2019 to 2023 Financial Model

Wastewater Utility - Forecast November 22, 2018	2018	2019	2020	2021	2022	2023
Operating Budget Model						
Revenues:						
General Service	$ 7,670,000	$ 7,980,635	$ 8,520,726	$ 8,980,845	$ 9,465,811	$ 9,976,964
Sewer Blocks	450	806	900	1,000	1,100	1,200
Utility Billing Penalties	44,998	46,217	48,713	51,343	54,116	57,038
Septage Fees	34,793	26,811	28,000	29,000	30,000	31,000
House Connections	400,000	400,000	420,000	441,000	463,050	486,203
Total Revenues	$ 8,150,241	$ 8,454,469	$ 9,018,338	$ 9,503,188	$ 10,014,076	$ 10,552,405
Expenditures:						
Administration	$ 1,000,542	$ 1,038,449	$ 1,069,700	$ 1,112,800	$ 1,152,288	$ 1,193,415
Sewage Treatment	2,043,742	2,164,488	2,216,436	2,269,630	2,324,101	2,379,880
Sanitary Sewers	1,229,613	1,188,246	1,216,764	1,245,966	1,275,869	1,306,490
Total Expenditures	$ 4,273,897	$ 4,391,183	$ 4,502,899	$ 4,628,396	$ 4,752,259	$ 4,879,785
Reserve Contribution	$ 3,876,344	$ 4,063,286	$ 4,515,439	$ 4,874,792	$ 5,261,817	$ 5,672,620
Reserve Cashflow Model	2018	2019	2020	2021	2022	2023
Opening Balance of Reserve	$ 4,068,572	$ 3,994,859	$ 1,460,754	$ 618,952	$ (4,946,385)	$ (7,421,338)
Reserve Contribution	3,876,344	4,063,286	4,515,439	4,874,792	5,261,817	5,672,620
Interest Revenue	72,571	64,103	27,036	(61,667)	(191,702)	(196,166)
Borrowing Proceeds	-	-	-	-	-	-
Building Canada Funding	-	-	-	-	-	-
Infrastructure Levy	-	-	-	-	-	-
Borrowing Repayment	(1,545,688)	(1,544,494)	(1,545,278)	(1,546,461)	(1,545,068)	(644,832)
Carry Forwards	-	(2,408,000)	-	-	-	-
Capital Expenditures	(2,476,940)	(2,709,000)	(3,839,000)	(8,832,000)	(6,000,000)	(1,700,000)
Closing Balance of Reserve	$ 3,994,859	$ 1,460,754	$ 618,952	$ (4,946,385)	$ (7,421,338)	$ (4,289,716)
Forecast Rates:	2018	2019	2020	2021	2022	2023
Projected Key Rates						
Anticipated Cost Increases	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Approved Rate Structure	6.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Structure	0.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Conservation Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Average Cost Example	2018	2019	2020	2021	2022	2023
75M3 per Qtr 15 - 20mm Meter	$ 147.18	$ 156.01	$ 165.37	$ 175.29	$ 185.81	$ 196.96
25M3 per Mnth 15 - 20mm Meter	$ 49.06	$ 52.00	$ 55.12	$ 58.43	$ 61.94	$ 65.65

Residential Water & Sewer

25M3 per Month - 3/4" service	2017	Rank
Weyburn	76.93	1
Yorkton	82.49	2
Meadow Lake	89.17	3
Swift Current	99.89	4
Moose Jaw	101.91	5
Prince Albert	103.27	6
Saskatoon	104.03	7
Melfort	104.82	8
Estevan	107.16	9
North Battleford	119.12	10
Regina	131.00	11
Martensville	136.00	12
Warman	139.66	13
Melville	150.03	14
Humboldt	165.29	15

Commercial Water & Sewer

500M3 per Month - 2" service	2017	Rank
Weyburn	916.35	1
Meadow Lake	1,086.67	2
Prince Albert	1,262.84	3
Moose Jaw	1,400.08	4
Melfort	1,426.55	5
Yorkton	1,483.70	6
Swift Current	1,561.45	7
Melville	1,613.13	8
North Battleford	1,734.25	9
Estevan	1,781.65	10
Saskatoon	1,880.41	11
Regina	1,901.80	12
Martensville	1,969.50	13
Humboldt	2,715.03	14
Warman	3,025.47	15

ATTACHMENT #6 – Comparison to City of Regina Utility Rates

Moose Jaw

	25 m3		3/4" Service
variable			
water		1.2419	31.05
sewer		1.3092	32.73
			63.78
Fixed	Month		
water		29.58	
sewer		16.33	
			45.91
	Monthly		109.69

Regina

	25 m3		3/4" Service
variable			
water		1.92	48.00
sewer		1.71	42.75
			90.75
Fixed	Day		
water		0.81	24.30
sewer		0.62	18.60
			42.90
	Monthly		133.65

Potential Water Works Infrastructure Levy

Below are examples of how an infrastructure levy might be structured to replace the Hospital Levy collecting the same amount of funds $1,620,000 annually.

EXAMPLE #1

Meter Size	# of Meters		Annual Amount of Levy		Funds Generated
15 - 20 mm	11,804	$	131.00	$	1,546,324
21 - 30 mm	257	$	131.00	$	33,667
31 - 40 mm	47	$	131.00	$	6,157
41 - 50 mm	230	$	131.00	$	30,130
51 - 75 mm	22	$	131.00	$	2,882
76 - 100 mm	11	$	131.00	$	1,441
101 - 150 mm	3	$	131.00	$	393
151 - 200 mm	-	$	131.00	$	-
greater than 200mm	4	$	131.00	$	524
	12,378			$	1,621,518

Includes Rural Accounts

levy 100

EXAMPLE #2

Meter Size	# of Meters		Annual Amount of Levy		Funds Generated
15 - 20 mm	11,804	$	100.00	$	1,180,400
21 - 30 mm	257	$	200.00	$	51,400
31 - 40 mm	47	$	400.00	$	18,800
41 - 50 mm	230	$	800.00	$	184,000
51 - 75 mm	22	$	1,600.00	$	35,200
76 - 100 mm	11	$	3,200.00	$	35,200
101 - 150 mm	3	$	6,400.00	$	19,200
151 - 200 mm	-	$	12,800.00	$	-
greater than 200mm	4	$	25,600.00	$	102,400
	12,378			$	1,626,600

Includes Rural Accounts

City of
Moose Jaw

COMMUNICATION # CC-2019-0154

TITLE: **Recycling Collection Contract Renewal**

TO: **City Council**

FROM: **Department of Engineering Services**

DATE: **August 19, 2019**

PUBLIC: **PUBLIC DOCUMENT**

RECOMMENDATION

THAT the City continue with the first optional two-year extension of the recycling program with Loraas Disposal Services Inc. as outlined in the Recycling Collection Services Agreement.

TOPIC AND PURPOSE

To obtain Council support in continuing with the first two-year extension in the residential collection recycling program.

BACKGROUND

The City entered into the Recycling Collection Services Agreement with Loraas Disposal Services Inc. on October 1, 2015. The contract included an initial three-year term along with two extensions of two years each. The first extension commenced on October 1, 2018 and will conclude on September 30, 2020. If the City desires to enact the second two-year extension, it must do so on or before April 1, 2020.

The City chose to finance the collection carts through Loraas Disposal Services Inc. over the initial term and potential extensions of the Agreement. If the agreement was terminated prior to fulfilling both extensions, there is a buy-out fee required to pay for the balance remaining on the carts. The financial terms of this arrangement are shown in the following table:

Period	Time	Cart Quantity	Cost/Cart	Buy-out
Completion of Initial Term	3 years	12,500	$50	$625,000
Conclusion of 1st Extension	2 years	12,500	$20	$250,000
Conclusion of 2nd Extension	2 years	12,500	$0	$0

DISCUSSION

Large scale programs, which involve the majority of residents in a municipality, should be considered from multiple perspectives. Recycling collection in Moose Jaw can be analysed through the Triple Bottom Line Concept. The Triple Bottom Line Concept is a sustainability framework that examines a company's or organization's social, environment, and economic impact. Instead of one traditional bottom line (economic), this concept proposes there should be three considered. This balances the wants and needs of an organization with the desires of its customers or stakeholders both locally and globally.

Economic

The City collects solid waste and recycling from approximately 11,600 homes. The monthly cost charged per property is $9.77 for solid waste collection and $7.09 for recycling collection. The recycling cost to the City's residents is partially offset by a subsidy from the Multi Material Recycling Western (MMSW) organization. The 2018 grant amounted to $187,579 and is expected to increase in 2019 to $340,290.

The Department of Engineering has contacted several municipalities in Saskatchewan to determine the different recycling collection models in use from a financial perspective. There are several different models in use making direct comparisons more difficult. These models include multiple contractors and/or cities performing the collection. Carts financed to own under a multi-year agreement, carts purchased outright, or carts owned completely by the contractor providing the collection service. The agreements are of varying lengths with varying contract extensions and some including processing of the material. This makes comparing the City of Moose Jaw's rate difficult with regards to competitiveness. The City has neither the lowest nor the highest collection rate in the Province rather being somewhere in the middle for costs. In communities that provided responses the high cost was $9.25/mo.; the low cost was $5.09/mo.; Moose Jaw's current rate is $7.09/mo.

The solid waste tonnage collected from the residential cart program (household garbage) has decreased steadily over the last three years with the implementation of eight months of bi-weekly collection. 7,707 tonnes were collected and disposed of at the City landfill in 2018. Through 2019, this total is trending down 6.9% through the first 6 months. Conversely, recycling tonnage has only increased 0.2% over three full years of collection going from 1,341.4 tonnes to 1,344.4 tonnes annually. Based on current tonnages and customer charges, the cost for each household to dispose of a single kilogram of waste and recycling can be calculated. The cost to dispose of waste is $0.18/kg and the cost to recycle is $0.74/kg.

It is clear from an economic standpoint that the current multi-material recycling collection program is a cost-plus service.

Environment

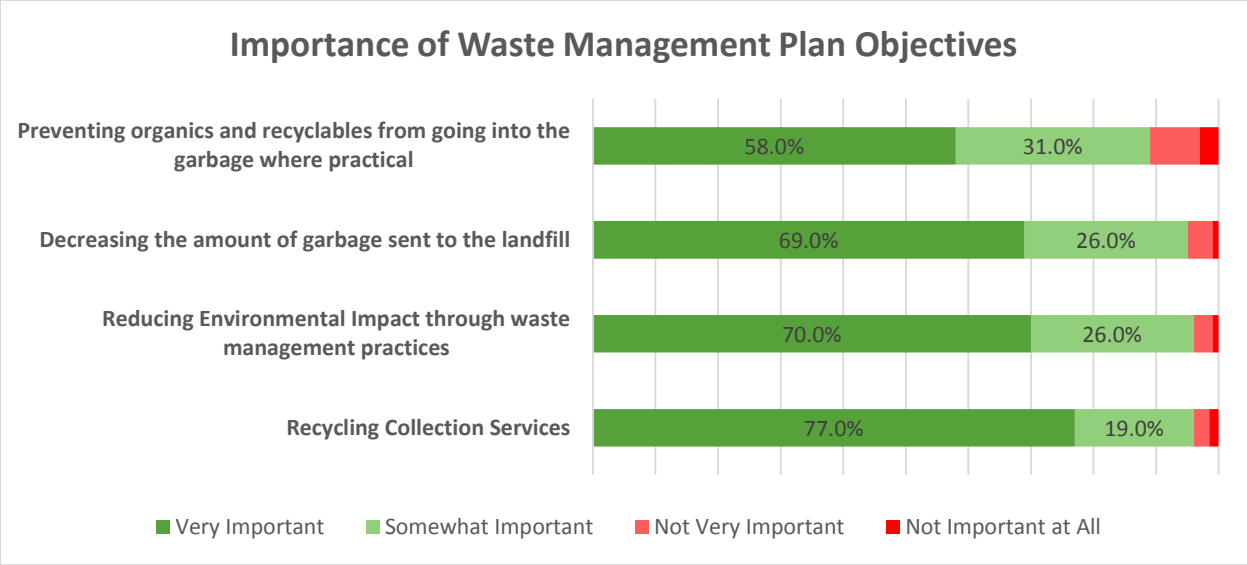
The environment bottom line concept is where an organization strives to minimize its environmental impact, reducing its ecological footprint. This can take many forms through programs aimed at managing the consumption of energy and non-renewables, reduction of waste, recovery of materials that can be re-purposed or recycled, etc.

Single stream recycling has been one common practice that municipalities have adopted to begin addressing capture and re-use of papers and plastics that are contributing to deforestation and non-degradable plasticized pollution worldwide. Generally, recycling is considered to have a positive environmental impact.

Currently the recycling industry worldwide is in a fair amount of turmoil. The effect of Asian countries closing their doors to the world's "dirty" recycling streams has had a significant global impact on the entire industry. Commodity prices have plunged, and material sorting and recycling facilities have begun to stockpile materials, waiting for the industry to sort itself out. It is a complex industry from supplier to manufacturer to customer to disposal/reuse. What is clear is that the most effective environmental control is reduction, elimination or innovation of materials used/created at their source. Unfortunately, North America has been slow in adopting these types of practices and it generally requires intervention from larger government bodies at provincial/state and federal levels in conjunction with large industry entities.

Social

Social equity bottom line concept is simply consideration of and impact on people and the community. How do programs affect social well-being; what are the communities wishes? As part of the solid waste master plan deliverables, community consultation was done on a variety of topics through phone surveys, online surveys and public consultation. Feedback with respect to recycling was very clear and overwhelming.



SUMA has an Urban Solid Waste Management Policy and has recently released three resolutions related to the reduction of plastic waste and pollution resolving to advocate and work with the federal and provincial governments. They are as follows:

1) Eliminate problematic and toxic products that pollute our environment such as micro-plastics and regulate the use of plastics and additives that are toxic or cannot be recycled;

2) Reduce the use of single-use plastics; and

3) Create incentives for reducing waste and the reusability of products and packaging, and to increase the reuse, recycling, and composting products and packaging.

In consideration of the items discussed in the Triple Bottom Line approach, the Department of Engineering Services recommends that the City continues with the first optional two-year extension of the recycling program with Loraas Disposal Services Inc. In consideration of the upheaval that currently exists in the recycling markets there is a risk to rate payers if the City were to go back to market with a new tender for recycling collection. Further, the community is very supportive of this program and in reducing environmental impact through waste management services.

It should also be noted that under the terms of the contract, Loraas has provided notice and are requesting that clam shell containers labelled as #1, and film plastic (plastic bags and starch wrap) no longer be included in the recycling contract and program. See Attachment ii. Engineering will work with Loraas to provide public communication and education on this issue.

The grant increase from MMSW is an additional $152,711. In consideration of the significant infrastructure upgrades required within the city, City Council should consider how best to allocate these additional funds during budget deliberations.

OPTIONS TO RECOMMENDATION

1) Terminate the agreement with Loraas Disposal Services Inc. with a buy-out fee of $625,000 and go back to market with a tender for recycling collection.

2) Terminate the agreement with Loraas Disposal Services Inc. with a buy-out fee of $625,000 and cancel the recycling collection program.

OTHER CONSIDERATIONS/IMPLICATIONS

There is no other considerations or implications applicable to this report.

PUBLIC NOTICE

Public Notice pursuant to the Public Notice Policy is not required.

PRESENTATION

VERBAL: The Manager of Utilities, Department of Engineering Services, will be available to provide a brief verbal overview of this report.

ATTACHMENTS

i. Recycling Collection Services Agreement

ii. Letter from Loraas

REPORT APPROVAL

Written by: Darrin Stephanson, Manager of Utilities
Reviewed by: Tracy Wittke, Assistant City Clerk
Approved by: Josh Mickleborough, Director of Engineering Services
Approved by: Jim Puffalt, City Manager
Approved by: Fraser Tolmie, Mayor

To be completed by the Clerk's Department only.

Presented to Regular Council or Executive Committee on _____.

No. _____ Resolution No. _____

Report Approval Details

Document Title:	Recycling Collection Contract Renewal - CC-2019-0154.docx
Attachments:	- Lorass Disposal Services Ltd. - Oct 1 2015.pdf - MJ Cart Contract Request_20190807163145.pdf
Final Approval Date:	Oct 7, 2019

This report and all of its attachments were approved and signed as outlined below:

Josh Mickleborough

Tracy Wittke

Jim Puffalt

Fraser Tolmie

RECYCLING COLLECTION SERVICES AGREEMENT

THIS AGREEMENT made as of this __1__ day of _____October_____, 2015.

BETWEEN:

THE CITY OF MOOSE JAW, a city continued pursuant to *The Cities Act* of Saskatchewan (the "**City**")

-and-

LORAAS DISPOSAL SERVICES LTD., a body corporate incorporated under the laws of and registered to carry on business in the Province of Saskatchewan (the "**Supplier**")

WHEREAS:

A. The City wishes to make the transition from its bulk recycling program to a combined residential curb-side and bulk residential program in an efficient and reliable manner;

B. The City issued an Request for Proposals (the "**RFP**") relating to the collection, transporting and processing of municipal residential recycling waste and wishes to retain the services of a third party to provide the Services;

D. The Supplier has responded to the RFP and has been identified as the successful proponent pursuant to the terms and conditions of the RFP to provide the Services to the City; and

E. The City wishes to have the Supplier provide the Services and the Supplier has agreed to do so, all in accordance with terms and conditions of this Agreement.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and promises hereinafter contained, and for other good and valuable consideration now paid and delivered by each party to the other, the receipt and sufficiency of which is hereby acknowledged by each of the parties hereto, the City and the Supplier each agree with the other as follows:

ARTICLE 1
DEFINITIONS AND INTERPRETATION

1.1 Definitions

Whenever used in this Agreement, including the recitals and schedules hereto, the following terms shall have the meanings set out below:

"Applicable Law" means collectively, the common law and any and all statutes, by-laws; regulations, permits, approvals, certificates of approval, licenses, judgments, orders, injunctions, authorizations, directives, whether federal, provincial or municipal;

"Business Day" means any day that is not a Saturday, Sunday or statutory holiday in Saskatchewan;

"Cart" means the Schaefer USD-M 95 US Gallon Universal blue cart, or acceptable, equivalent, including Toter 96 Gallon, that is provided to Designated Residences for the storage of Designated Materials;

"Change in Law" means the coming into effect or repeal (without re-enactment or consolidation) in Saskatchewan of any Applicable Law, or any amendment or variation of any Applicable Law, including any judgment of a relevant court of law which changes binding precedent in Saskatchewan, in each case after the Effective Date of this Agreement;

"Collection Area" means the designated area within the City limits wherein a Collection Vehicle is to provide the Services within a Collection Day;

"Collection Day" means the day upon which the Supplier shall provide the Services to a Designated Residence;

"Collection Route" means the route within a Collection Area wherein the Services are to be performed by one Collection Vehicle during a single Collection Day;

"Collection Schedule" means the schedule of dates when the Services are to be provided to certain Collection Areas;

"Collection Vehicles" means all vehicles to be provided for the purpose of holding and transporting Designated Materials to the Designated Facility;

"Confidential Information" has the meaning ascribed to it in Article 20 hereto;

"Consumer Price Index" means the consumer price index for All Items excluding food and energy for the City of Regina published by Statistics Canada;

"Control" of a corporation or other entity is held by a Person where securities of the corporation or other entity to which are attached more than 50% of the votes that may be cast to elect directors or persons acting in a similar capacity of the corporation or other entity are held, other than by way of security only, by or for the benefit of such Person;

"Council" means the Council of the City of Moose Jaw;

"Designated Facility" means the facility in Moose Jaw where daily loads of recyclable materials are processed and baled for transportation to Regina and other post-consumer processing facilities.

"Designated Materials" means any regular residential recyclable waste materials allowed to be disposed of at a recycling facility;

"Designated Residence" means a property dwelling that is used primarily as a residence, is occupied, is within the City limits and has a registered utility account, in good standing at the City and shall include units in single family, duplex, and triplex homes;

"Effective Date" means the date first written above;

"Environmental Laws" means any and all statutes, by-laws, regulations, permits, approvals, certificates of approval, licenses, judgments, orders, judicial decisions, injunctions, and authorizations related to environmental matters which are applicable to the Services;

"Equipment" means the Collection Vehicles and any other equipment or materials used by the Supplier in the provision of the Services;

"Escalation Factor" means the amount of the annual adjustment to the Service Fee re-calculated annually to account for any documented increases in Consumer Price Index and Diesel Prices for Regina. The annual adjustment, if applicable, shall begin with the second year of the Contract;

"Force Majeure" means an event beyond the reasonable control, and not attributable to the negligence or willful misconduct of the party affected, including but not limited to the following: flood, earthquake, storm, lightning, fire, drought, flood, explosion, war, riot, civil disturbance, strike, sabotage or electrical outage, provided, however, that Force Majeure shall not include any equipment failure due to normal wear and tear or due to neglected maintenance or repair;

"Good Industry Practice" means that degree of skill, care, prudence, foresight and operating practice which would reasonably be expected from a skilled and experienced supplier engaged in the same type of undertaking as the Supplier under the same or similar circumstances;

"Health and Safety Obligation(s)" means any obligation imposed on the Supplier by the Applicable Laws or compliance with Good Industry Practice or the Agreement in respect of health and safety at work, including all applicable requirements of *The Saskatchewan Employment Act (2013)*, and regulations, as may be amended from time to time;

"Inspector" means the person or persons appointed by the City to monitor and assess the quality and performance of the Supplier in providing the Services;

"Intellectual Property Rights" means any right in respect of any copyright, trademark, patent, registered design, design right, topography right, service mark, application to register any of the aforementioned rights, trade secret, rights in unpatented know-how, right of confidence and any other intellectual or industrial property rights of any nature whatsoever in any part of the world;

"Liquidated Damages" means those damages listed in Schedule C and described in Article 22 herein;

"**Missed Collection**" means a situation where a Designated Residence(s) has placed a Cart out for collection on its respective Collection Day before 7:00 am, and the Supplier fails to collect the Designated Materials from Designated Residence(s) prior to 7:00 pm on the day following Collection Day, or within 24 hours after the complaint(s) or concern(s) is received;

"Moose Jaw Diesel Prices" means the average monthly prices for diesel fuel at self-service filling stations for the City of Regina published by Statistics Canada;

"Performance Security" means the performance bond, Letter of Credit or certified cheque delivered by the Supplier to the City as more particularly described in Section 23.1 of this Agreement;

"Person" means any natural person, corporation, division of a corporation, partnership, joint venture (which includes co-ownership), association, company, estate, unincorporated organization, trust, government or governmental authority;

"**Prohibited Act**" means

(a) offering, giving or agreeing to give any employee and/or any elected representative of the City any gift or consideration of any kind for any reason, including as an inducement or reward:

  (i) for doing or not doing (or for having done or not having done) any act in relation to the performance of the terms of this Agreement or any other contract with the City; or

  (ii) for showing or not showing favour or disfavour to any person in relation to this Agreement or any other contract with the City;

(b) entering into this Agreement or any other contract with the City in connection with which commission has been paid or has been agreed to be paid by the Supplier or on its behalf, or to its knowledge, unless before the relevant contract is entered into particulars of any such commission and of the terms and conditions of any such contract for the payment thereof have been disclosed in writing to the City; or

(c) Committing any offence under:

  (i) the Criminal Code of Canada; or

  (ii) any legislation creating an offence in respect of fraudulent acts; or

  (iii) at common law in respect of fraudulent acts in relation to this Agreement or any other contract with the City;

(d) committing any material offence under any Applicable Laws; and

(e) defrauding or attempting to defraud or conspiring to defraud the City.

"Proposal" means the Moose Jaw Residential Curbside Recycling Proposal submitted to the City by the Supplier on January 29, 2015.

"PST" means all provincial sales taxes, including any harmonized sales taxes that may be payable on account of or as a result of this Agreement;

"Scavenge" means to search through, pick over or remove objects or material set out for collection;

"Services" means the collection of the Designated Materials to be performed by the Supplier in accordance with the Supplier's response to the RFP and this Agreement, and the establishment and maintenance of the detailed Collection Routes;

"Service Fee" means the fixed per Designated Residence Cart fee and cubic yard bin fee to be remitted by the Supplier for the Services rendered in accordance with Article 7 and Schedule B. This service fee is outlined in the RFP.

"Street" shall mean any public road, street, lane, alley, square, place, thoroughfare or way within the limits of the City;

"Supplier Personnel" means all employees, agents, and sub-contractors of the Supplier, including all employees and agents of any sub-contractors of the Supplier, engaged to provide the Services;

"Supplier Representative(s)" means the person or persons designated by the Supplier to act as a representative of the Supplier under this Agreement;

"Supplier Supervisor" means the Supplier's full-time employee(s) that is dedicated to the supervision of the Services.

1.2 References

Any reference made in this Agreement to:

(a) "this Agreement" means this agreement, including the Schedules hereto, as it may from time to time be supplemented or amended and in effect;

(b) "herein", "hereof", "hereby", "hereto", "hereunder" and similar expressions refer to this Agreement and not to any particular Article, Section or other provision hereof, and include any and every amendment restatement, replacement, variation, supplement or substitution hereof;

(c) this Agreement, including without limitation, any agreement collateral or ancillary to this Agreement and any agreement contained in a Schedule hereto, shall, unless otherwise indicated, be construed as a reference to such agreement as it may have been, or may from time to time be, amended, restated, replaced, varied, extended, renewed, supplemented or notated;

(d) Sections, Articles or Schedules, unless otherwise indicated, shall be construed as references to the Sections and Articles of and Schedules to this Agreement, as the case may be. The provisions of each Schedule shall constitute provisions of this Agreement as though repeated at length herein;

(e) any reference to a corporate entity includes and is also a reference to any corporate entity that is a successor to such entity; and

(f) except where otherwise specified, any reference to a statute includes a reference to such statute and to its regulations, with all amendments in force from time to time, and to any statute or regulation that may be passed which has the effect of supplementing or superseding the statute or regulation.

1.3 Interpretation

For all purposes of this Agreement, except as otherwise expressly provided or unless the context otherwise requires:

(a) the headings are for convenience of reference and do not form a part of this Agreement nor are they intended to interpret, define or limit the scope, extent or intent of this Agreement or any of its provisions;

(b) all accounting terms not otherwise defined have the meanings ordinarily assigned to them at the date hereof pursuant to international financial reporting standards ("**IFRS**") and all computations made pursuant to this Agreement must be made in accordance with IFRS applicable from time to time;

(c) any reference to a currency is a reference to Canadian dollars;

(d) "in writing" or "written" includes, printing and typing, which may be communicated by facsimile or by email;

(e) the word "including", when following any general statement, term or matter, is not to be construed to limit such general statement, term or matter to the specific items or matters set forth immediately following such word or to similar items or matters, whether or not non-limiting language (such as "without limitation" or "but not limited to" or words of similar import) is used with reference thereto, but rather is to be construed to refer to all other items or matters that could reasonably fall within the broadest possible scope of such general statement, term or matter; and

(f) any reference to a statute includes and is a reference to such statute and to the regulations made pursuant thereto, with all amendments made thereto and in force from time to time, and to any statute or regulation that may be passed which has the effect of supplementing or superseding such statute or such regulation.

1.4 Invalidity of Provisions; Severability

If any covenant, obligation or agreement of this Agreement, or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement or the application of such covenant, obligation or agreement to persons, or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and each covenant, obligation and agreement of this Agreement shall be separately valid and enforceable to the fullest extent permitted by law.

1.5 Waiver

No failure or delay on the part of any party in exercising any right, remedy, recourse, power or privilege (for the purposes of this Section 1.5, collectively, a "**Right**") under this Agreement will operate as a waiver thereof, nor will any single or partial exercise of any Right preclude any

other or further exercise thereof or the exercise of any other Right. Except as may be limited herein, any party may, in its sole discretion, exercise any and all Rights available to it under this Agreement or any other remedy available to it at law or in equity and such Rights may be exercised concurrently or individually without the necessity of making any election.

1.6 Governing Law, Attornment

This Agreement shall be governed by and construed in accordance with the laws of the Province of Saskatchewan and the laws of Canada applicable therein and the parties hereto hereby irrevocably attorn to the jurisdiction of the courts of Saskatchewan.

1.7 Interpretation Not Affected by Party Drafting

Each party hereto acknowledges that he, she or it and his, her or its legal counsel have reviewed and participated in settling the terms of this Agreement, and the parties hereby agree that any rule of construction to the effect that any ambiguity is to be resolved against the drafting party shall not be applicable in the interpretation of this Agreement.

1.8 Inurement

This Agreement shall inure to the benefit of be binding upon the parties hereto and their respective successors and permitted assigns.

1.9 Schedules

The following are the schedules attached to and incorporated in this Agreement by reference and deemed to be part hereof:

Schedule A	General Collection Areas in Moose Jaw
Schedule B	Service Fees for the City of Moose Jaw **Recycling** Collection Services Agreement
Schedule C	Liquidated Damages Table
Schedule D	Curbside Recycling Collection Maps

ARTICLE 2
CONDITIONS PRECEDENT

2.1 Conditions Precedent

Notwithstanding anything else herein contained, this Agreement shall be subject to the following conditions:

(a) Unless specifically stated herein, the terms presented in the Proposal shall be adhered to by the Parties to this Agreement.

(b) the Supplier shall submit to the City a valid:

(i) Certificate of Insurance as required under Section 17.1 herein; as was provided in Appendix 13 of the RFP.

(ii) a current Workers' Compensation Board (Saskatchewan) Clearance Certificate; as was provided in Appendix 19 of the RFP.

(c) the Supplier providing the City with the Performance Security in accordance with Section 23.1 herein.

(collectively the "**Conditions Precedent**").

All of the Conditions Precedent are for the exclusive benefit of the City. In the event that any of the Conditions Precedent are not satisfied, fulfilled or performed on or before the date that is seven (7) Business Days from the date of the signing of the Agreement, then this Agreement shall be null and void unless the City waives in writing the satisfaction, fulfillment or performance of any such Conditions Precedent. In the event this Agreement becomes null and void, each of the City and the Supplier shall be released from all of their respective obligations under this Agreement.

ARTICLE 3

TERM AND RENEWAL

3.1 Term

The Agreement shall continue in effect for a period of three (3) years from the commencement date of the 1 October 2015, concluding on 30 September 2018 (the "**Term**").

3.2 Renewal and Extension

The City shall have the option to extend the Term of this Agreement for two (2) consecutive periods of two (2) years each (the "**First Extension**" and the "**Second Extension**"). Each extension period shall be on the same terms and conditions as provided in this Agreement, except that following the Second Extension there shall be no further rights to extend the Term of this Agreement and except that the Service Fee shall be as specified in Section 3.3 herein. The City may exercise each extension right by written notice given to the Supplier not less than six (6) months before the date of expiry of the Term or First Extension.

3.3 Service Fee for Extensions

The City and the Supplier agree that the Service Fee for the First Extension and the Second Extension shall be a negotiated price based on the calculation as per the Proposal. In the case of any dispute between the City and the Supplier as to the calculation of the Service Fee during the First Extension or the Second Extension, the parties agree to resolve any such dispute in accordance with the dispute resolution provisions in Article 25.1 of this Agreement.

Provided that the Supplier is meeting its obligations and the City is satisfied with the service provided, the City will consider an extension to the contract with the following extension prices:

Year 4	Year 5	Year 6
$69.34	$69.34	$69.34

If Loraas Disposal does not have an optional facility for baling recycling in Moose Jaw by the end of the initial three year term, and the City wishes to extend the contract, the following extension prices will be in effect:

Year 4	Year 5	Year 6
$64.61	$66.23	$67.88

ARTICLE 4
PROVISION OF SERVICES

4.1 Engagement of the Supplier

The City engages the Supplier to provide the Services and to undertake the all necessary activities to perform the Services in accordance with the terms and conditions of this Agreement.

4.2 Covenants, Representations and Warranties of the Supplier

The Supplier covenants, represents and warrants that in providing the Services it shall:

(a) provide all labour, equipment and materials required to perform the Services;

(b) obtain and maintain at its own expense all licenses, approvals and permits required by any government department, ministry or agency, including the City, for the delivery of the Services, and shall provide, at the request of the City, proof of such licenses, approvals and permits;

(c) not, except in accordance with this Agreement, receive monies or favour for the delivery of the Services, and shall ensure compliance by all Supplier Personnel;

(d) not sell, rent, lease, promote or donate any Designated Materials or Carts to a third party without the written consent of the City;

(e) make appropriate arrangements to ensure that there is no disruption of Services in the event that the work of another contractor retained by the City (such as snow removal, parking, construction, etc.) prevents the Supplier from performing the Services;

(f) provide the Services in accordance with Good Industry Practice;

(g) comply with all Applicable Laws;

(h) develop a new website with a section devoted to the City of Moose Jaw's residential Recycling Program, maintain an inventory of recycling brochures for distribution and ensure that administrative staff are knowledgeable in all aspects of the Program;

(i) the Supplier acknowledges that the City shall be responsible for the promotion, communication and awareness of the residential Curb-side Collection Program. The Supplier will provide assistance to the City in terms of providing statistics by neighbourhood and other relevant data as deemed necessary to ensure success of this program;

(j) assist the City with ongoing recycling education to the residents of Moose Jaw throughout the term of this Agreement.

4.3 Changes and Improvements to Services

(a) The Supplier shall make best efforts to ensure continuous improvement in the way that the Services are performed having regard to a combination of economy, efficiency and effectiveness, and shall assist the City in discharging its duty to achieve best value in the manner in which the Services are performed.

(b) The Supplier may from time to time propose changes to improve the economy and efficiency of the Services in accordance with the change management process outlined in Section 6.2 hereto.

(c) The City may from time to time propose changes to improve the economy and efficiency of the Services in accordance with the process outlined in Section 6.1 hereto.

4.4 Variability

(a) The Supplier acknowledges and agrees that (i) there may be considerable variation in the amount of Designated Materials to be collected in a given Collection Route from week to week, (ii) there may be variation in the number of Designated Residences throughout the Term and Extension and (iii) the City makes no guarantee as to the volume or composition of Designated Materials.

(b) The Supplier agrees that notwithstanding extreme variation due to natural disasters, it is required to meet any and all variation in demand by using extra Equipment, Supplier Personnel or overtime if required, in order that Designated Materials shall be removed on each designated Collection Day.

4.5 Conditions Affecting Routine Performance

(a) The Services shall be provided under all weather conditions and through all obstructions, with the exception of impassable roadway (due to an act of God, such as flood or an exceptionally heavy snowfall), which temporarily prevents the performance of the Services. The Supplier will notify the City immediately of the location of the impassable road and will return at least once more that day and no sooner than four (4) hours after the first attempt (unless directed to do otherwise by the City), to complete the Services, while still in the area. Services may be temporarily postponed only with the permission of the City.

(b) The City may be required to suspend the Services in the event that (i) the Designated Facility is unavailable to receive the Designated Materials or (ii) other unforeseen circumstances arise. In the event that the CSR experiences an equipment breakdown and is unable to receive or process materials for a period of time, baled recyclable material will be either stored at location of the Supplier or transported at a cost to the Supplier and stored at the Supplier's Moose Jaw location. In the event of a suspension of the Services, the City will contact affected Designated Residences and inform them of the problem, the anticipated collection time and any modifications to the Services. The Supplier will provide

the Services to each affected Designated Residence as quickly as possible following receipt of the City's notice that such suspension is no longer required.

4.6 Missed Collection Performance Standards

(a) The Supplier shall collect one hundred per cent (100%) of the Collected Materials on each Collection Day from all Designated Residences between the hours specified herein and as a first priority to any other clients that the Supplier may have.

(b) In the case of a missed collection or late set out is identified the Supplier shall rectify the situation the same day or first thing the following day The Supplier will have a dedicated phone number that City employees can call to inform the Supplier of the situation to allow for a prompt response. The Supplier will have direct contact with their drivers to correct the situation as soon as possible.

(c) In special circumstances where the Supplier has deemed to have failed to complete 100% of the day's Services, the Supplier must notify the City immediately after this realization has been determined, and must also indicate why it happened, and how and when the situation will be rectified.

The Supplier should use the following guidelines:

(i) Collection for a designated collection area/day will be deferred until the service for the previous collection day is 100% complete.

(ii) Inform the City twice daily, (special plans, areas completed) until back on schedule so the City can inform the public as required.

(e) All Designated Materials set out for collection are the property of the City until such time the material is collected by the Supplier. At this time, the collected material becomes the property of the Supplier. **4.7 Designated Materials, Collection Schedule and Collection Routes**

(a) The Supplier shall collect all Designated Materials from each Designated Residence on a bi-weekly basis and in accordance with the Collection Schedule and Collection Routes described in the Supplier's Proposal but subject to final adjustments as approved by the City.

(b) Collection is to commence on October 5, 2015 and is to follow the City's solid waste collection with a one-day offset in that collection.

4.8 Time of Collection

(a) The Services shall be completed during the five (5) day period between Monday and Friday (Monday, Tuesday, Wednesday, Thursday and Friday) and between the hours of 7:00 am and 7:00 pm.

(b) All collections must be completed within the hours specified unless otherwise directed in writing by the City.

4.9 Ownership, Location and Placement of Containers

(a) The Supplier acknowledges and agrees that the Carts shall be used by Designated Residences.

(b) The Supplier shall collect all Designated Materials from private roads, public laneways and all other locations prescribed by the City. The Supplier agrees that it is responsible for becoming familiar with all private property locations and the Supplier shall ensure that a Collection Vehicle of appropriate size, dimension and configuration is used to provide the Services.

(c) The Supplier acknowledges that the City may alter the location of Carts at Designated Residences, adding locations or delete locations from time to time. In the event that the City alters, adds or deletes the location at which a Cart will be placed for collection, the City shall be responsible for notifying the Supplier and each affected Designated Residence of such change a minimum of one (1) week in advance of the next respective Collection Day.

(d) Initially, collection will be at the same location as the solid waste collection. The City reserves the right to amend the collection location.

e) Once the contract starts, the Supplier will provide the Cart deployment upon notification of the City and will provide in return the Cart serial number and address and date of deployment. At the discretion of the City, the Supplier can tag the cart in accordance with the City's tagging rules, informing the resident of the non-compliance, deliver educational material explaining how the program works, or allow the City to address the situation as they see fit. The Supplier will notify the City if a Designated Residence is repeatedly not leaving clearance for collection or ignoring tags and rules for placement of the container.

4.10 Service Changes due to Efficiency and Safety

The City shall be responsible for notifying each Designated Residence of a change in collection frequency, location of Cart pick-up, or change in container type.

4.11 Additional Designated Residences and Collection Routes

The Supplier acknowledges that the City may expand the number of Designated Residences requiring an extension of that route, from time to time. The Supplier agrees to provide the Services to such additional Designated Residences as may be directed by the City.

4.12 Holiday Scheduling

(a) Should a regularly scheduled Collection Day fall on a statutory holiday, the Supplier shall not alter the Collection Day or the Services and will be responsible for providing the Services, in accordance with the established Collection Route(s) and Collection Schedule.

(b) The exception to subsection (a) herein shall be Christmas Day, and New Year's Day. In the event that a regularly scheduled Collection Day falls on, Christmas Day, or New Year`s Day, the Supplier shall provide the Services within the following week.

4.13 Cart Handling

(a) The Supplier shall provide the Services in such a fashion and manner that all Designated Residences and Collection Areas will be left in a clean and orderly condition when the Services are completed.

(b) After the Designated Materials have been collected, the Supplier shall return all Carts upright and in approximately the same position and proper location in which the Carts were placed. In no case shall a Cart be replaced on the travelled portion of the street, on the sidewalk in a manner that prohibits pedestrian traffic, or on a driveway in a manner that impedes vehicles from driving onto or exiting private property.

(c) The Supplier shall take all reasonable care not to damage the Carts and agrees that it shall be responsible for damage to Carts due to negligence in handling.

(d) Carts that are badly damaged by the Supplier or are dispensed into the Collection Vehicles shall be replaced by the Supplier, at its sole cost and expense within two (2) business days.

4.14 Standard of Collection Performance

(a) The Supplier shall complete 100% of the Services each Collection Day and, when necessary, shall return and rectify any Missed Collections or other complaints or concerns in accordance with Article 13 of this Agreement and Section 4.6.

(b) The Supplier shall operate all Collection Vehicles in such a manner as to prevent Designated Materials from being blown from or escaping from the Collection Vehicles.

(c) If at any time during the provision of the Services, Designated Materials are spilled onto a Street, sidewalk, or private property, the Supplier shall:

(i) clean up and place in the Collection Vehicle all such Designated Materials before the Collection Vehicle proceeds to the next stop on the Collection Route; or

(ii) promptly make all other arrangements as may be required for the immediate clean-up of spilled Designated Materials. In the event of any spill, the Supplier shall at its expense restore the affected areas back to original condition. The Supplier shall comply with all applicable laws when reporting or cleaning up any spill.

(d) The Supplier shall not damage any property, public or private, including but not limited to any sidewalks, roadways, curbs, gutters, hydrants, boulevards, grass plots, sodding, trees, shrubs or any other structures or things in the vicinity of the Services or elsewhere, in the performance of the Services.

4.15 Tag Notices

(a) The Supplier shall tag all Carts that are deemed not eligible for Services in accordance with the City's tagging rules.

(i) Not enough clearance not enough distance left behind or between the Cart and an obstacle adjacent to the Cart such as a fence, power pole, street light, etc. to allow for collection.

(ii) Recyclable materials put into plastic bags.

(iii) Cart not placed on a level surface, and/or not in the up-right position.

(iv) Cart is over-filled.

(v) Cart contains non-allowable materials. Example: Hazardous waste or refuse waste.

(b) through on-board equipment and the diligence of operational personnel, the Supplier will identify carts containing non-recyclable material and at the discretion of the City tag the cart, informing the resident of the non-compliance, deliver educational material explaining how the program works, or allow the City to address the situation.

(c) The Supplier shall maintain a complete log, including Cart serial number and addresses relating to all tag notices issued and shall make the log available for inspection by the City, during normal office hours.

(d) The Supplier shall submit to the City, on a weekly basis, a summary of all tag notices that are issued.

(e) Once this Agreement commences the Supplier will notify the City if a Designated Residence is repeatedly not leaving clearance for collection or ignoring tags and rules for placement of the container

4.16 Conditions Affecting Routine Collection Performance

(a) The Supplier shall make reasonable efforts to not interrupt the Services or modify the Collection Schedules due to Street repairs or closures unless prior written approval of such modification to the Services or the Collection Schedule is given by the City.

(b) If the Supplier encounters road construction including, without limitation utilities or other contractors working on the traveled portion of a Collection Route and which prevent a Collection Vehicle from safely traveling along a Collection Route, the Supplier shall notify the City immediately of the location and nature of the obstruction and will return at least once more that day and no sooner than two (2) hours after the first attempt (unless directed to do otherwise by the City), to complete the Services.

(c) In the event of a strike or lock-out, the Supplier is responsible to maintain all Services, to whatever reasonable degree possible, and if necessary in co-operation with the City.

4.17 Promotion and Education

The City is responsible for educating and promoting solid waste management, waste minimization and recycling to its citizens. The City may work with the Supplier to coordinate any relevant information on the City of Moose Jaw website, including, but not limited to Collection Schedules for recyclable waste and media releases. The City will have final authority on all promotions, media releases and education programming.

ARTICLE 5
CARTS

5.1 Purchase of Carts

(a) The Supplier, at its cost and expense, shall purchase all Carts in the quantity required at a minimum of 12,500 Carts such that during the Term each Designated Residence is provided with a Cart, as may be required.

5.2 Initial Delivery of Carts

(a) The Supplier, at its cost and expense, shall on its own or through a third-party, deploy and deliver all Carts to each Designated Residence upon the commencement of the Services in accordance with the process and steps provided in the RFP.

(b) The Supplier shall be responsible for the storage, care and inventory of all replacement Carts and parts. The Supplier will be required to assemble and maintain an inventory system for all Carts, both in service and in storage. The Supplier will provide an updated inventory list including the address and the serial number of beach Cart left at that address to the City on a quarterly basis or as may be otherwise requested by the City.

(c) The delivery of the Carts will be accompanied by an information package which details recyclable materials and collection dates along with other pertinent data the City deems appropriate.

5.3 Delivery of Carts during the Term

(a) During the Term, the Supplier acknowledges and agrees that new Designated Residences will be added from time to time by the City to receive the Services. The Supplier agrees that when new Designated Residences are to be added to receive the Services, the following process shall be followed:

(i) The City shall notify the Supplier in writing of any additional Designated Residences that are to be added to receive the Services seven (7) days prior to the Monday of the week that the City wishes each such Designated Residence to begin receiving the Services;

(ii) The Supplier agrees that it shall be responsible for deploying all Carts to new Designated Residences during the Term;

(iii) The City agrees that it shall be responsible for notifying each new Designated Residence of their respective Collection Day prior to the commencement of the Services;

(iv) Following delivery of the Carts to the new Designated Residences by the Supplier, the Supplier shall provide the City with a list which includes the following information:

(A) Address;

(B) Cart serial number; and

(C) Date delivered;

(v) The Supplier, at its sole cost and expense, shall compile all information and provide the City with an updated aggregate Cart deployment list as required.

5.4 Inventory and Storage of Carts

(a) The Supplier, at its cost and expense, shall maintain an inventory of additional Carts that may be required to maintain the sufficient inventory levels throughout the Term to fulfill this Agreement;

(c) The Supplier shall, at its own cost and expense, be responsible for the storage and inventory of all Carts at the facility as per the Proposal.

(d) The Supplier shall provide the City with an updated inventory list quarterly during the Term of this Agreement.

5.5 Maintenance and Repair of Carts

(a) The Supplier, at its sole cost and any expense, shall be responsible for the maintenance, modification, repair, removal and inventory of all Carts in service throughout the Term and Extension.

(b) The Supplier, at its sole cost and expense, shall be responsible for the cost of replacing any Carts damaged as a result of the Supplier's operations or otherwise. All Carts that are deemed by the Supplier to be no longer usable during the Term and Extension are to be reported to the City before being recycled by the Supplier.

5.6 Ownership of Carts

(a) During the Term and Extension, all Carts shall remain the property of the Supplier. At the conclusion of the original terms of this contract, or Extensions, dependent on the City's decision to exercise the optional extensions, the Carts will become the property of the City. The buy-out fee for the Carts that the City must pay the Supplier is as follows:

- Buy-out fee at the end of original term - $50.00 per cart
- Buy-out fee at the end of Extension 1 - $20.00 per cart
- Buy out fee at the end of a second extension - $0 per cart

The City will also buy out all new (unused) remaining carts held in inventory by the Supplier at full value at the conclusion of the contract.

ARTICLE 6

CHANGE MANAGEMENT

6.1 Changes Initiated by the City

(a) Save and except for modifications to the Collection Route, Collection Schedule or Collection Days, the City shall be entitled to make changes to the Services and/or the Agreement in accordance with this Section. If the City requires a change, the City shall notify the Supplier, in writing, describing the required change in sufficient detail so as to enable the Supplier to calculate and provide an estimate of the increase or decrease in its costs (the "**Estimate**"), if any.

(b) The City and the Supplier shall maintain detailed duplicate large scale operational maps of all of the Collection Routes including all minor variations of Services. The City will provide the detailed base map and the Supplier will provide all approved updates and amendments to the City. The detailed operational maps will supersede the general route maps illustrated in Schedule A.

6.2 Changes Initiated by the Supplier

(a) Save and except for modifications to the Collection Route, Collection Schedule or Collection Days, if the Supplier wishes to propose a change in the Services and/or the Agreement, it must notify the City in writing detailing the proposed changes.

(b) The City will respond in writing within thirty (30) days.

ARTICLE 7

SERVICE FEES

7.1 Service Fees

(a) Subject to Section 7.4, the City shall pay to the Supplier a Service Fee outlined in Schedule B.

(b) For Carts, the annual rate is based on one collection per two (2) weeks plus GST per Designated Residence. The number of Carts will be maintained on a list that is updated monthly. Billing will be on monthly basis for 2015 (first year), will be based on the annual payment prorated by the number of months.

(c) The Service Fee shall be paid by the City to the Supplier, commencing from the commencement date of the Services, in twelve (12) monthly installments, in

arrears, following receipt by the City of an invoice from the Supplier in accordance with section 7.1 (a) and 7.3(a). See Schedule B.

(d) If during the Term and Extension, the Services are not rendered for all Designated Residences on all Collection Days in a given month, the Service Fee payable for that month shall be pro-rated based on a daily basis from the date of the first pickup.

(e) Except as expressly provided by the tables in Schedule **B** of this Agreement, the Supplier shall not be entitled to an increase in the Service Fee during the Term.

7.2 Invoicing and Payment

The Supplier shall invoice the City for the Services rendered with documentation satisfactory to the City as follows:

(a) Within ten (10) calendar days of the last day of each month, the Supplier shall submit invoices to the City for all Services delivered in the preceding month. Where the tenth day falls on a Saturday, Sunday or a statutory holiday, the parties agree that the tenth day shall be deemed to be the Business Day next following the tenth day.

(b) Invoices shall be specific to the following:

(i) Month of service and the number of household units served for the month;

(ii) Other special items.

(c) The City shall make payment to the Supplier within thirty (30) days of receipt and acceptance by the City of the invoice. Payments will be processed by the City within thirty (30) days from the date of invoice; unless payment has not been issued within a forty-five (45) day period. The City reserves the right to deny responsibility for the payment of any charges pertaining to interest or late payment fees.

(d) The Supplier acknowledges and agrees that payment to the Supplier will be made by the City out of the funds under the control of the City in its public capacity, and no member of Council or officer or employee of the City may be held personally liable or responsible to the Supplier for payment under any circumstances whatsoever.

(e) In the event that the City wishes to dispute any invoice received from the Supplier, the City shall notify the Supplier in writing within fifteen (15) days of the date that the City received the invoice, stating the reasons why the invoice is disputed.

(f) In the event that the Supplier responds to the City's notice sent pursuant to section 7.3(e) that the Supplier does not agree with all or any of the statements made in any notice served by the City, then the parties agree that matter or matters in question shall be determined pursuant to Article 25.1.

7.3 Taxes

(a) The Supplier warrants that it:

(i) is a registrant for the purposes of the Goods and Services Tax (Canada) (GST) with the following registration number 891813479; and

(ii) will remit the GST and the PST payable in relation to the Service Fees in accordance with Applicable Laws.

(b) The Supplier agrees that:

(i) all GST and any taxes or duties imposed by the *Excise Tax Act* or the *Customs Tariff* and tax or duty rate decreases or exemptions resulting from amendments, re-classifications, remissions, or clarifications thereof on tax or duty-included goods and materials, whether recognized or not at the time of award, will be passed on to the City.

(ii) If the Supplier manufactures or purchases any goods with respect to the Services from outside of Canada, the Supplier must ensure that its agent or representative is the importer of record, unless otherwise expressly stipulated.

(c) The Supplier agrees that the City shall not be liable for and the Supplier shall indemnify the City with respect to any special or dumping duties which may be levied by the Canada Border Services Agency (CBSA), Anti-Dumping and Countervailing Directorate under the provisions of the *Special Import Measures Act (SIMA)*, upon any imported goods required in the supply of materials in any order or in the performance of the Services.

7.4 Set-off and Moneys Due to the City

(a) Notwithstanding any other provision in this Agreement, the City shall have the right to set-off and retain out of any monies due to the Supplier such sum or sums as the City may deem necessary to protect the City from any claims against it by third parties arising out of the Supplier's performance or non-performance of this Agreement and any payment to the City of Liquidated Damages which may have been, or may in the future be payable by the Supplier under any provision of this Agreement.

(b) The Supplier agrees that should the amount retained in Section 7.4(a) prove insufficient to meet the Supplier's financial obligations, the City may enforce its claim for any deficiency against the Supplier or the Performance Security. Should the amount retained exceed the total of any claims and associated legal costs, the excess will be paid to the Supplier without interest within thirty (30) days of a final determination of the amount properly owing.

ARTICLE 8
NO SCAVENGING

8.1 No Scavenging

All Designated Materials become the property of the City when placed out for collection by a Designated Residence. The Supplier acknowledges and agrees that the City has exclusive rights in all Designated Materials until such time as the materials are collected and deposited in a vehicle owned / contracted by the Supplier, at which time the materials become the property of the Supplier.

ARTICLE 9
SUPPLIER PERSONNEL

9.1 Supplier Personnel

In providing the Services the Supplier shall:

a) provide all labour required to perform the Services;

b) ensure that all Supplier Personnel have sufficient abilities, skills, knowledge, training, qualifications and experience to safely and effectively provide the Services;

c) ensure that sufficient reserve personnel are available to provide the Services at all times; and

d) ensure that all Supplier Personnel charged with the operation of Collection Vehicles possess a valid license in accordance with Applicable Laws.

9.2 Training

(a) The Supplier shall ensure that all Supplier Personnel shall be at all times properly and sufficiently trained and instructed in the task or tasks that must be performed, and the need to maintain the highest standards of courtesy and consideration to the public to protect and promote the image and/or reputation of the City.

(b) The Supplier shall provide a full training program to ensure that the Supplier Personnel are familiar with the Supplier's and the City's operations, complaint procedures, all applicable health and safety obligations, workplace hazardous materials obligations, hazardous spills response, customer service and all traffic laws, including all applicable City bylaws.

(c) Such training program must include driver safety, health and safety policies and practices, public relations, policy and complaint procedures, and dumping guidelines. The Supplier shall ensure all Supplier Personnel receive an annual updated training session. Upon request, the Supplier shall submit its training program to the City for review.

9.3 Appearance and Conduct

(a) The Supplier shall provide all Supplier Personnel with neat and distinctive uniforms which shall bear the Supplier's logo and safety equipment to be worn while performing the Services. The Supplier must ensure that all Supplier Personnel have and wear protective footwear, gloves, safety vests, eye protection and, upon request, noise protection and dust masks, as may be required by Applicable Laws or as a result of the Services. The Supplier must ensure that uniforms comply in all respects with the requirements of *The Saskatchewan Employment Act, 2013*.

(b) The Supplier Personnel who normally and regularly come into direct contact with the public shall bear some means of individual identification such as corporate identification, name badges or business cards.

(c) The Supplier shall ensure that Supplier Personnel are alert, respectful, polite and courteous towards the public at all times, including other City contractors and employees. Supplier Personnel shall not interfere with the work of other City contractors or City employees.

(d) The Supplier shall ensure that (i) all of the Supplier Personnel are free from alcohol and narcotics at all times while engaged in the delivery of the Services, and (ii) none of the Supplier Personnel solicit or accept any gratuity for the Services completed.

9.4 Supervision

(a) The Supplier shall ensure that a minimum of one (1) skilled and qualified Supplier Supervisor is available daily to supervise other Supplier Personnel in providing the Services.

(b) All Supplier Supervisors shall be available to the provision of the Services pursuant to this Agreement and shall not be engaged in any other full-time work. All Supplier Supervisors will only be permitted to operate Collection Vehicles with the City's prior written approval.

(c) All Supplier Supervisors shall thoroughly understand all of the requirements of this Agreement and shall be fully experienced in the Services. The Supplier Supervisors will represent and be in charge of the operation of the Services and be authorized to accept any notice, consent, order, decision or other communication from the City on behalf of the Supplier.

(d) The Supplier Supervisors will be responsible for follow-up on all customer complaints, accidents and spills that occur during the performance of the Services and each Supplier Supervisor will be equipped with a cellular phone, two-way radio and digital camera and shall keep a written daily log of activities.

(e) All Supplier Supervisors shall inspect all Collection Routes on a daily basis for the first (sixty) 60 days of the contract and as required during the Term and Extension of the Agreement to ensure the following: Designated Materials are collected in the time and manner specified in this Agreement;

(i) All Carts are being returned to the correct location and all Carts are placed appropriately;

(ii) All Supplier Employees are wearing appropriate safety equipment and performing the Services in a safe and courteous manner;

(iii) All Collection Vehicles are obeying all traffic laws;

(iv) All Complaints are responded to and resolved within the time frames identified in this Agreement; and

(v) The City is informed of all incidents and corrective actions taken by the Supplier.

9.5 Record of Wages, Human Rights and Equal Opportunities

(a) The Supplier shall comply with fair wage practices. To enable the City to confirm compliance, the Supplier must keep at all times a list of the names of all Supplier Personnel and a record of the wage rates and of amounts paid to each, and shall from time to time, if demanded, furnish certified copies of all pay sheets, lists, records and books relating to the Services, and the originals shall be made available for inspection by the City or anyone appointed by the City on reasonable notice to the Supplier. In advance of the Supplier providing certified copies of any of the documents or records contemplated by this Section 9.5(a), or in the alternative, the Supplier permitting the City to inspect the said documents and records, the Supplier shall be entitled to conceal any confidential information relating to Supplier Personnel, including, but not limited to, social insurance numbers, contact information and any discipline or advancement record.

(b) The Supplier shall comply with Applicable Laws and not unlawfully discriminate within the meaning and scope of all legislation which may be in force from time to time, including on the basis of gender, race, religion, marital status, sexual orientation, age and disability.

(c) The Supplier shall do all such things as may be reasonably required by the City from time to time to facilitate compliance by the City having regard to the need to eliminate unlawful discrimination and to positively promote equality of opportunity and good relations between persons of different backgrounds.

(d) The Supplier shall take all reasonable steps to ensure that Supplier Personnel comply with this Section 9.5.

ACTICLE 10

HEALTH AND SAFETY

10.1 Compliance with Health and Safety Regulations

The Supplier acknowledges that it will, at all times, ensure compliance with all federal, provincial and municipal occupational health and safety regulations, including without limitation *The Saskatchewan Employment Act, 2013* and any regulations made thereunder. The Supplier accepts the responsibility for the health and safety of its employees by providing appropriate

protective equipment as may be required and by taking all reasonable precautions for the protection of its employees.

10.2 Health and Safety Training and Policy

(a) The Supplier shall provide health and safety training for all of the Supplier Personnel, such training to include health and safety, and how to properly operate Collection Vehicles and other equipment and emergency response measures. Upon request, the Supplier shall submit its training plan to the City, for review.

(b) The Supplier shall maintain applicable records with respect to all health and safety instruction and training completed for Supplier Personnel, which will include frequency and course content, and shall supply the City with such records, as required or requested.

10.3 Public Safety

(a) The Supplier must perform the Services so as to cause the public, including other City contractors and employees, the least inconvenience reasonably possible. In particular, the Supplier will ensure that the Supplier Personnel will not obstruct any street, thoroughfare or pedestrian walkway longer or to a greater extent than necessary to perform the Services unless expressly instructed to do so by the City.

(b) The Supplier must take all reasonable precautions necessary to:

(i) ensure the safety of the general public, particularly children who may play in the area the Services are being provided;

(ii) prevent damage to property or injury; and

(iii) establish, maintain and enforce safety procedures for the protection of all Supplier Personnel and other persons involved with the Services

10.4 Health and Safety Records

Upon request by the City, the Supplier shall provide a report of health and safety activities undertaken or incidents occurring as a result of the Services or this Agreement, which report shall include medical aids, lost time accidents, records of incidences and accidents, minutes of safety meetings, records of instruction and training, and equipment inspections.

10.5 Worker's Compensation

(a) The Supplier understands, acknowledges and agrees that it is not, nor is any of the Supplier Personnel, covered by the City under *The Workers' Compensation Act, 2013 (Saskatchewan)*. The Supplier shall be solely responsible for and shall pay all dues and assessments payable under *The Workers' Compensation Act, 2013 (Saskatchewan)* in respect of itself and the Supplier Personnel.

(b) The Supplier agrees to indemnify and save the City harmless if the City is required to pay any Workers' Compensation charges arising from the Supplier's provision of the Services, the provision of the Services by a subcontractor of the Supplier or if the City is held liable for any damages or injury to any employee,

partner, or subcontractor of the Supplier while on City-controlled or City-owned property.

(c) The Supplier acknowledges and agrees that if the City is required to pay any amount to the Saskatchewan Workers' Compensation Board on behalf of the Supplier, or any sub-contractor, or by reason of any act of omission of the Supplier or any sub-contractor, the City may deduct and set off the amount required to be paid by the City from any amount owing to the Supplier under its or under any other Agreement, or may demand a reimbursement by the Supplier to the City for the amount so paid by the City. For further certainty, any right granted to the City pursuant to this Section 10.5(c) shall be in addition to and not in substitution for any other right at law or in equity which the City has by reason of the failure of the Supplier to comply with the provisions of *The Workers' Compensation Act, 2013 (Saskatchewan).*

ARTICLE 11

COLLECTION VEHICLES AND EQUIPMENT

11.1 Number of Collection Vehicles

(a) The Supplier must, at all times, provide, maintain and operate a sufficient number of Collection Vehicles, drivers and other personnel to perform the Services required under this Agreement, and to comply with Applicable Laws.

(b) The Supplier shall keep sufficient spare Equipment, including Collection Vehicles, to ensure that, in the event of a breakdown, Services continue uninterrupted and are completed in accordance with the terms of this Agreement. Any spare Collection Vehicles must conform to the provisions related to Collection Vehicles in this Agreement.

(c) If in the opinion of the City, the Supplier does not have a sufficient number of regular or spare Collection Vehicles to properly provide the Services, the City will have the right to direct the Supplier at any time to increase the number of regular or replacement Collection Vehicles to ensure completion of the Services. Any increase in the number of Collection Vehicles required by the Supplier shall be at no additional expense to the City.

11.2 Standards and Types of Collection Vehicles

(a) All Collection Vehicle(s) shall be capable of navigating all front streets and back alleys in the City in an effective and efficient manner in order to complete the Services.

(b) All Collection Vehicle dimensions will be such that it will not be adversely affected by any narrow alleys, overhead utility lines or associated utility poles.

(c) All Collection Vehicles are to be properly constructed and maintained to eliminate the depositing of debris onto the streets during the Services and while traveling to the Designated Facility and shall have fully enclosed steel bodies of

sufficient capacity and strength, and must be mounted on an adequate truck chassis.

(e) All Collection Vehicles shall meet or exceed the provisions of the *Motor Vehicle Safety Act (Canada)* and the Regulations made thereunder, be licensed in the Province of Saskatchewan, and meet or exceed all applicable safety regulations and current industry, regulatory, safety, licensing and other applicable standards as may be amended from time to time;

(f) All Collection Vehicles shall be equipped with all mandated and/or legislated safety equipment and the Supplier shall continually maintain and update the Collection Vehicles to meet the required safety standards throughout the life of this Agreement;

(g) All Collection Vehicles shall be equipped with a two-way radio, fire extinguisher, first aid kit, reflective safety vests and sufficient number of hard hats;

11.3 Age of Collection Vehicles

(a) The Supplier acknowledges and agrees that any and all Collection Vehicles (chassis and body) used in the performance of the Services shall not exceed seven (7) years of age any time during the Term and Extension of the Agreement. However, a fully refurbished Collection Vehicle may be allowed with the City's permission.

(b) Upon the execution of this Agreement, the Supplier shall submit to the City a list of the operating and spare Collection Vehicles proposed to be used by the Supplier (including manufacturer, model, load capacity and age of vehicle), including a current digital picture of each Collection Vehicle. The pictures shall clearly show the front, rear and two (2) sides of each Collection Vehicle. The Supplier shall provide the City with an updated list of the operating and spare Collection Vehicles prior to any alternate or new Collection Vehicles being used.

11.4 Appearance and Cleanliness of Collection Vehicles

(a) The body of all Collection Vehicles shall be painted at the Supplier's discretion and expense. The City, acting reasonably, may request that the Supplier, at its sole cost and expense, re-paint any or all Collection Vehicles during the Term and Extension.

(b) Packing bodies of all Collection Vehicles operated by the Supplier must be kept clean and disinfected inside and out so as not to cause any offensive odours. The Supplier shall undertake these actions at its own cost and expense.

(c) All equipment shall start each week in a clean condition. Necessary noticeable bodywork shall be remedied with thirty (30) days of its first reporting.

(d) Equipment stored overnight shall be empty of collected materials to reduce the risks of fire.

(e) Should the recycling material processor be non-functional for any period of time, the Supplier shall store the material of their site or another suitable location until such time as the processor is capable of resuming operations.

11.5 Advertising on Collection Vehicles

Save and except for the affixing of the Supplier's name upon all Collection Vehicles, which may be permitted by the City, in its sole discretion, no advertising shall be carried on or permitted to be affixed upon the Collection Vehicles without the City's prior written consent, such consent to be at the sole discretion of the City.

11.6 Licensing and Maintenance of Collection Vehicles

(a) The Supplier will be responsible for the maintenance of all Collection Vehicles and for all licensing, permits, inspections and insurance as may be required to operate the Collection Vehicles and carry out the Services. All maintenance, licensing, permits, inspection and insurance costs shall be the responsibility of the Supplier.

(b) Upon the City's request the Supplier shall produce current and valid certificates of inspection issued in accordance with Applicable Laws for each Collection Vehicle.

(d) The Supplier shall delete from the equipment list, and immediately remove from use any Collection Vehicle that is not functioning up to the standards specified in this Agreement.

(e) The Supplier shall maintain a record of all maintenance services performed on the Collection Vehicles and shall forward a copy of the record to the City as requested.

11.7 Electronic Devices on Collection Vehicles

Supplier commits to installing and utilizing a global positioning satellite (GPS) in all trucks that will be utilized for the Services provided in this Agreement. The Supplier acknowledges that such technology can benefit both the City and the Supplier in managing and improving the Supplier's ability to identify and rapidly respond to Missed Collection areas/streets, track the number of households, and handle complaints e.g. late set-outs/ Missed Collections. The Supplier shall keep any records and data collected by GPS devices and shall forwarded such records to the City upon the City's request.

11.8 Excess Loading of Collection Vehicles

(a) The Supplier shall not cause or permit Collection Vehicles to be loaded beyond the legal limit specified in The *Traffic Safety Act* (Saskatchewan) and shall comply with *The City of Moose Jaw Traffic Bylaw*, No. 4230 which imposes load restrictions on certain roads within the City.

(b) Where, in the opinion of the City, acting reasonably, Collection Vehicles used by the Supplier are causing or are likely to cause damage to any private or public roadway, the City may direct the Supplier to (i) make changes in or substitutions for such Collection Vehicles, (ii) use alternate routes for hauling, (iii) alter

loading, or (iv) remove the cause of such damage in some other manner. The Supplier acknowledges and agrees that it will be responsible for any and all costs resulting from the overloading of Collection Vehicles and any costs related to changes, substitutions or alterations required to prevent any damage that may occur to private or public roadways.

ARTICLE 12

SPILLAGE AND ENVIRONMENTAL COMPLIANCE

12.1 Spillage and Loose Materials

(a) The Supplier shall immediately clean up any spillage or loose material resulting from its performance of the Services or make all other arrangements as may be required for the immediate clean-up of spilled Designated Materials. In the event of any spill, the Supplier shall at its expense restore the affected areas back to original condition and shall comply with all Applicable Laws when reporting or cleaning up any spill.

(b) The Supplier shall report all spills or discharges of Designated Materials, pollutants or contaminants to the City in accordance with the requirements in Section 16.2.

(c) Any Collection Vehicles or Equipment suffering oil spills, fuel spills, antifreeze spills or the release of other known contaminants will cease operations until the Supplier Supervisor arrives on site. Absorbent will be laid down immediately on any spill and as soon as the absorbent has had the desired effect, it is to be scraped from the road or affected property. If residue still remains following the use of absorbent, the Supplier shall apply another layer of absorbent and will leave the site in a clean and tidy condition. In the event that the Supplier fails to respond immediately to a mechanical or oil spill such that asphalt or other damage occurs, the Supplier shall be responsible and liable for all costs and expenses to restore the road or property affected to its original condition.

12.2 Environmental Compliance

(a) The Supplier shall, in the performance of the Services, comply with environmental legislation and other environmental requirements of those federal, provincial, municipal or other governmental bodies, including without limitation *The Environmental Management and Protection Act, 2010* (Saskatchewan) and the regulations and amendments thereto.

(b) The Supplier acknowledges and agrees there may be additional reporting requirements in relation to any spill, release or discovery of any substance of any amount that has caused, is causing or may cause an adverse effect on the environment. The Supplier represents and warrants that it is familiar with these requirements and agrees to report any spill, release or discovery of any substance of any amount that has caused, is causing or may cause an adverse effect on the environment as may be required by Applicable Laws.

ARTICLE 13

PERFORMANCE AND CUSTOMER SERVICE STANDARDS

13.1 Collection Performance Standards

The Supplier shall collect one hundred per cent (100%) of the Designated Materials on each Collection Day from all Designated Residences between the hours specified and as a first priority to any other clients that the Supplier may have.

13.2 Customer Service Standards

(a) The Supplier shall maintain an office that will be staffed during all times that the Services are being performed. At a minimum, the office hours shall be 7:30 a.m. to 5:00 p.m. Saskatchewan time Monday through Friday and 8:00 a.m. to 2:30 p.m. on Saturday.

(b) The Supplier shall have a staff person on-call and available after normal operating hours to receive and respond to calls forwarded to it by the City. The Supplier shall provide its after-hours employee with a cell phone. The City will make available to the Supplier a schedule identifying the City's after-hours staff person and corresponding contact information.

(c) The Supplier acknowledges that the City will be the primary contact for Designated Residences and that all calls that require action by the Supplier will also be forwarded directly to the Supplier's office by the City.

(d) The Supplier shall maintain a staffed position to ensure a prompt receipt and response to all calls. The Supplier shall receive and satisfy all calls and inquiries from the City promptly and in accordance with the standards set forth in Sections 13.2 herein.

(e) The Supplier acknowledges that notwithstanding the City's efforts to be the primary contact for Designated Residences that the Supplier may directly receive inquiries (either through email, mail, fax, phone or in person) from Designated Residences from time to time. In the event that the Supplier directly receives standard inquiries from Designated Residences, the Supplier shall promptly receive and respond to all such inquiries, save and except for billing matters, and taxation matters which shall be promptly forwarded to the City. The Supplier shall provide the City with a list of all non-standard inquiries that were received (either directly by the Supplier or indirectly from the City) in accordance with Section 13.2 herein. The objective is to coordinate standard messages and to refer non-standard inquiries directly to the City.

(f) The Supplier will ensure that front line City personnel will have access to reference documents that will aid in responding to basic customer concerns. In situations where City staff cannot respond to a customer concern, city personnel or residents will have immediate access to a Supplier administrative representative. In response to a complaint or service concern, the Supplier

representative will have direct access to Supplier Supervisors and drivers to ensure the concern is addressed as soon as possible.

(g) All Supplier Personnel responsible for performing the Services shall have business cards readily available if approached by any person with a complaint or question. Business cards will identify the name of the Supplier, the name of the Supplier Supervisor for the respective Collection Area.

(h) The Supplier shall respond to and resolve any complaints or concerns (whether received directly or indirectly from the City) that it may receive in relation to the Services, excluding any Missed Collections, at latest, by 7:00 pm of the following day.

(i) The Supplier shall maintain a complete log, including names and addresses relating to all complaints and inquiries received and the action taken to rectify the complaint and shall make the log available for inspection by the City during normal office hours. In addition to making the log available for inspection, the Supplier shall submit to the City as required.

13.3 Customer Service Standards

The failure to meet any of the service and response requirements prescribed in Section 13.2 herein ("**Non-Performance**") may result in the City assessing Liquidated Damages for every instance of non-performance in accordance with Article 22 herein.

ARTICLE 14

DELIVERY OF DESIGNATED MATERIALS

14.1 Delivery of Designated Materials to Designated Facility

(a) The Supplier guarantees that all collected material will be transported either in a baled or loose state to an approved recycle processing facility.

ARTICLE 15

CITY REPRESENTATIVE AND INSPECTORS

15.1 City Representative

The City may designate by notice in writing to the Supplier a person or persons to have the delegated authority and full power to oversee the performance of this Agreement (the "**City Representative(s)**"). The Supplier shall comply with all instructions of the person(s) so designated. The City may, at any time during the Term and Extension, change the appointed City Representative by written notice to the Supplier.

15.2 Inspectors

The City may from time to time appoint one or more Inspectors to monitor and assist in the management of the Services and this Agreement. The City may, at any time during the Term and Extension, change the appointed Inspectors by written notice to the Supplier. The Supplier acknowledges and agrees that the Inspector may make corrective orders or request that the Supplier to stop performing any portion of the Services if the Services are not being executed in accordance with the provisions of this Agreement. The Supplier agrees to immediately comply with any orders or directions provided by the Inspectors, and shall cause the Supplier Personnel to immediately comply with all orders issued by Inspectors.

15.3 Performance Meetings

During the Term and Extension of this Agreement the Supplier Representative will attend meetings as required with the City Representative at a time and place to be agreed, to discuss the quality, performance and other matters related to the Services.

ARTICLE 16
REPORTING

16.1 Reporting Requirements

(a) The Supplier shall at all times keep an accurate and up-to-date record of all activities related to the performance of the Services.

(b) The Supplier shall use a computer Excel spreadsheet database for the purpose of documenting all calls, complaints and accidents (including damage claims) issued and the actions taken. The database shall be maintained on a daily basis and a copy of this information will be forwarded electronically to the City as requested.

(c) The Supplier shall keep a copy of all weigh scale tickets issued to Collection Vehicles for Designated Materials deposited at the Designated Facility. The Supplier shall enter the weigh scale ticket information into a MS-Excel spreadsheet on a daily basis and provide a monthly summary.

(d) The Supplier shall provide all information and data required pursuant to this Agreement to the City in a MS-Excel spreadsheet format;

(e) The Supplier shall provide the City with any information relating to tag-notices as required.

(f) The City may at any time request the Supplier to produce for inspection any records and reports relating to the provision of the Services. The City may photocopy such records and reports as it deems appropriate.

(g) Save and except for reporting related to Missed Collections (for which the reporting process is described in Section 13.2), the City shall communicate any instances of Non-Performance within twenty-four (24) hours of assessment by the City of such Non-Performance by the Supplier. Email messages will be the

preferred means of communication with a follow-up direct telephone call where warranted.

16.2 Incident Reporting

(a) The Supplier shall accurately document and immediately report all incidents involving Persons and/or private property to the Inspector and provide copies of all claims and reported damages to the Inspector in written form for each occurrence.

(b) Driver incidents shall be reported to the City as soon as practical following their occurrence and no later than 48 hours after the event. Should the incident result in bodily injury or fatality they should be reported to the City immediately.

ARTICLE 17
INSURANCE

17.1 Renewable Multi-Year Consent of Surety

(a) The Supplier shall provide a Consent of Surety, in such amount as necessary to fulfill the contract terms herein, signed and sealed by the Supplier's surety from a surety company authorized by law to carry out business in the Province of Saskatchewan and approved by the City.

(b) Failure of the Supplier to provide the required Insurance within ten (10) business days from the date of the signing of the Agreement can be considered sufficient grounds for rejecting the Proposal and accepting the next most qualified Proposal or requesting new Proposals.

17.2 Liability Insurance Requirements

(a) It is a requirement of the City that the Supplier shall have General Liability Insurance coverage of not less than $10,000,000 per occurrence during the full term of the Agreement.

(b) It is a requirement of the City that the Supplier shall have Automobile Liability Insurance coverage of not less than $5,000,000 per occurrence during the full term of the Agreement.

(c) It is a requirement of the City that the Supplier shall have Automobile Environmental Liability Insurance coverage of not less than $5,000,000 per occurrence during the full term of the Agreement.

(d) It is a requirement of the City that the Supplier shall have Motor Truck Cargo Insurance coverage of not less than $32,000 for any one vehicle.

ARTICLE 18

INDEMNITY AND LIMITATION OF LIABILITY

18.1 Supplier's Indemnity

Notwithstanding anything to the contrary in this Agreement, the Supplier shall accept full responsibility for and shall indemnify and save harmless the City, its respective employees, contract employees, agents and elected representatives prior to, during, and after the Term and Extension, from and against all liability for:

(a) all actions, claims, demands, costs, charges, losses and expenses (including legal costs on a full indemnity basis), which may arise out of or in consequence of the performance or non-performance by the Supplier (including the Supplier Personnel) of the Services or its obligations under this Agreement, or the presence of the Supplier (including the Supplier Personnel) in any premises or property belonging to the City; and

(b) all actions, claims, demands, costs, charges, losses and expenses (including legal costs on a full indemnity basis), which are related to or are caused by the negligence or wilful misconduct of the Supplier and which, for certainty, shall include all actions, claims, demands, costs, charges, losses and expenses related to bodily injury, death and loss or damage to property.

18.2 City's Indemnity

The City shall defend, indemnify and save harmless the Supplier from and against any and all claims or liabilities, arising from:

(a) the City's breach, violation or non-performance of this Agreement; and

(b) any negligent acts or omissions or wrongful acts of the City, its elected officials, employees, agents or others for whom it is responsible at law.

18.3 Survival

The indemnities provided in this Article 18 shall survive the termination or expiration of this Agreement and continue in full force and effect without time limit.

18.4 Limitation of Liability

(a) Notwithstanding anything contained in this Agreement to the contrary, neither party shall be liable to the other under this Agreement or under any cause of action relating to the subject matter of this Agreement, whether in contract, tort, strict liability, indemnity, contribution or any other cause of action for or in relation to:

(i) business interruption, loss of actual or anticipated revenue, income or profits or any other form of economic loss;

(ii) exemplary or punitive damages; or

(iii) any other loss, liability or damage that can be considered consequential.

(b) The Supplier acknowledges and agrees that the City, its respective employees, contractors, agents and elected representatives shall not be liable for, except in the case of gross negligence or willful misconduct, any property damage, bodily injury, death or personal injury to the Supplier, Supplier Personnel, or their respective directors or officers, or for any proceeding by any third party against the Supplier, Supplier Personnel, or their respective directors or officers, arising in the course of the performance or non-performance of the Supplier's obligations under this Agreement or arising otherwise in connection with this Agreement for any reason.

ARTICLE 19

REMEDIES

19.1 Remedies Not Exclusive

The rights and remedies of the City as set forth in any provision of this Agreement shall not be exclusive and are in addition to any other rights or remedies provided by law or in equity or pursuant to the provisions of the Agreement.

19.2 No Waiver

(a) The City's exercise of any remedy provided under this Agreement does not relieve the Supplier from any liability remaining under this Agreement.

(b) The failure of either the City or the Supplier to insist upon strict performance of any provision of this Agreement shall not be construed as a waiver or relinquishment of the right to insist upon strict performance of such provisions on any future occasion.

19.3 Remedies and Expenditures Incurred

The City may, at its sole discretion, take such steps as deemed necessary to remedy any breach of this Agreement, and any damages or expenditures incurred by the City in that respect of such steps deemed necessary to remedy the breach, plus a reasonable allowance for administration costs overhead may be recovered by the City pursuant to Article 22.

ARTICLE 20

CONFIDENTIALITY AND PRIVACY

20.1 Protection of Confidential Information

The parties each agree that all Confidential Information shall at all times remain the property of the party that created it and that this Article 20 shall not apply to any information that a party is obligated to produce as a result of a court order or other legal requirement, provided that the party provides the other party with prior notice thereof and a reasonable opportunity to seek a protective order or other appropriate remedy.

20.2 Exception

The obligation to maintain the confidentiality of Confidential Information shall not relate to any information which:

(a) comes into the public domain or is subsequently disclosed to the public (other than through the default of either party);

(b) was already in possession of the party (without restrictions as to its use) on the date of receipt; or

(c) is required to be disclosed by either party by virtue of an order of a court or tribunal, pursuant to a legal proceeding, or as otherwise required by Applicable Laws.

20.3 City Limitation

The Supplier acknowledges and agrees that the City is subject to *The Cities Act* (Saskatchewan) and *The Local Authority Freedom of Information and Protection of Privacy Act* (Saskatchewan) and that the City's obligations under this Article 20 of this Agreement are limited by its public disclosure obligations under such legislation.

20.4 Supplier Compliance with LAFOIP

The Supplier hereby confirms that in performance of this Agreement it will protect personal information as defined in and in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act (Canada)* and shall comply with its obligations under such legislation, and all statutory re-enactments or modifications thereof, any regulations, rules, orders and codes of practice made pursuant thereto, and any guidelines issued by the Privacy Commissioner.

ARTICLE 21

TERMINATION

21.1 Termination for Cause

Without prejudice to the exercise of any alternative or additional remedy or of any accrued rights of the City, the City shall be entitled upon the occurrence of any of the following events to immediately terminate this Agreement:

(a) the Supplier breaches this Agreement and fails to remedy or take reasonable steps to remedy such breach within thirty (30) calendar days from the date of a written notice of the breach being given to the Supplier by the City;

(b) the Supplier becomes bankrupt, or makes a composition or arrangement with its creditors, or has a proposal in respect of its company for voluntary arrangement for a composition of debts or a scheme of arrangement approved in accordance with the *Bankruptcy and Insolvency Act (Canada)*;

(c) the Supplier having a winding-up order made or a resolution for voluntary winding-up passed;

(d) the Supplier having a provisional liquidator, or receiver or manager of its business or undertaking duly appointed;

(e) the Supplier being in circumstances which entitle a creditor to appoint, or have appointed a receiver, a manager or administrative receiver, or which would entitle the court to make a winding-up order;

(f) the Supplier persistently violates its health and safety obligations under Article 10 of this Agreement;

(g) the Supplier commits any Prohibited Act;

(h) the Supplier undergoes a change of Control;

(i) the Supplier is unable to complete or has discontinued the Services; or

(j) the Supplier fails to maintain Performance Security in accordance with Section 23 of this Agreement; or

(k) any other reason, which is at the discretion of the City.

21.2 Consequences upon Termination

Upon termination of this Agreement:

(a) the Supplier shall immediately cease to perform the Services;

(b) the Supplier shall be liable to compensate the City for any loss or damages that the City has sustained as a consequence of any breaches of this Agreement by the Supplier;

(c) if this Agreement is terminated for cause under Section 21.1, the Supplier shall fully and promptly indemnify and compensate the City in respect of the cost of causing to be performed such services as would have been performed by the Supplier during the remainder of the Term and Extension to the extent that such costs exceed such sums as would have been lawfully payable to the Supplier for performing such services (such costs to include all costs of concluding this Agreement and entering into a new contract with a replacement supplier). The City shall be free to have such services performed by any person (whether or not employees of the City) as the City may within its sole discretion determine; and

(d) the City shall be under no obligation to make any further payments to the Supplier and shall be entitled to retain any payment which may have fallen due to the Supplier before termination until the Supplier has paid in full to the City all sums due under or arising from this Agreement, or to deduct there from any sum due under this Agreement.

ARTICLE 22

NON-PERFORMANCE

22.1 Liquidated Damages

(a) If the Supplier fails to perform the Services in accordance with its obligations and the standards specified in this Agreement, the City shall assess liquidated damage for every instance of non-performance in accordance with the table attached as Schedule C "Liquidated Damages".

(b) The Supplier acknowledges and agrees that, since it would be difficult to precisely ascertain or calculate the losses to the City in the event of the Supplier's non-performance of its obligations under this Agreement, the parties agree that the Liquidated Damages shall constitute a genuine pre-estimate of the damages that the City will suffer as a result of the Supplier's non-performance.

(c) The Supplier, at the City's discretion, may be granted two (2) written warning per year before Liquidated Damages are assessed by the City.

22.2 Grace Period

In order to allow the Supplier to become familiar with the Services, the City agrees that it shall not assess any Liquidated Damages against the Supplier for the **first ninety (90) days** following the commencement of the Services to be provided under this Agreement.

22.3 Payment of Liquidated Damages

Where the City assesses Liquidated Damages against the Supplier in accordance with Section 22.1, the City shall be authorized to deduct the amount(s) of such Liquidated Damages assessed in any single month against the Service Fee invoice received from the Supplier for that same month. Where Liquidated Damages are assessed for a month for which the Service Fee has already been paid, the City shall be entitled to deduct such Liquidated Damages against the following month's invoice and/or to recover such Liquidated Damages by way of a claim against any Performance Security maintained by the Supplier or as provided in Section 23 of this Agreement. Where the City has deducted any amounts relating to Liquidated Damages against a Service Fee invoice provided by the Supplier to the City, the City shall, upon payment of such Service Fee invoice, provide a detailed accounting of the deduction and instances of non-performance giving rise to the Liquidated Damages.

22.4 Remedies for Non-Performance

(a) In addition to assessing Liquidated Damages upon an event of non-performance by the Supplier, the City shall be authorized, acting reasonably:

(i) to require the Supplier to repeat the Services not performed in accordance with this Agreement at no cost to the City; or

(ii) to withhold payment and make arrangements for the City to provide and perform the Services not performed using its own forces or those of another contractor and deduct any extra costs incurred by the City from any payment due to the Supplier.

(b) The Supplier acknowledges that where Liquidated Damages exceed $50,000 in the twelve (12) months following the commencement date of the Services or any subsequent twelve (12) month period, the City shall be entitled to terminate this Agreement for cause. As of the beginning of each fresh twelve (12) month period,

any Liquidated Damages will be assessed as though the Supplier had no prior incidents or events for which the City is entitled to assess and deduct Liquidated Damages.

(c) For further certainty, the rights and remedies referred to in this Section 22.4 shall be considered without prejudice to any other right or remedy that the City may have under this Agreement or in law and shall not relieve the Supplier of any obligations under the Agreement in respect of the Services.

ARTICLE 23

PERFORMANCE SECURITY

23.1 Supplier to Maintain Performance Security

To secure performance by the Supplier of all of its obligations under this Agreement, the Supplier shall deliver, as a condition precedent of this Agreement, in the amount sufficient to fulfill the terms of this Agreement. If the Supplier has proposed another form of performance bond which has been approved by the City, the Supplier may fulfil its Performance Security obligation by delivering such alternative bond form provided always that it is in the amount sufficient to fulfill the terms of this Agreement. The performance bond must either automatically renew or be valid for the Term of the Agreement in the amount of $760,000, such that continuous coverage is provided throughout the term of the Contract. No interest will be paid by the City. Where required by the surety issuing the bond, the Supplier will renew the bond from time to time so it remains in effect until six (6) months after the expiry or termination of this Agreement.

23.2 Realization of Performance Security

The Supplier acknowledges and agrees that the Performance Security may be realized upon by the City where the Supplier is in breach of its obligations under this Agreement and where the City must incur or has incurred, without limitation, any indebtedness, liabilities, obligations, costs, fees or expense whatsoever (collectively, the "**Liabilities**"), including any Liabilities incurred to facilitate the provision of the Services and any legal costs or costs in relation to legal proceedings resulting from the Supplier's breach of its obligations under this Agreement. Where required by the terms of the Performance Security, the Supplier will be given notice of the City's intention to realize on the Performance Security. Otherwise, the City may realize on the Performance Security without prior notice to the Supplier.

23.3 Replacement of Performance Security

Where the Performance Security is drawn upon, and provided that this Agreement has not been terminated by the City, such Performance Security shall be renewed or replaced so that it meets the then applicable threshold set out in section 23.1 herein.

ARTICLE 24
INTELLECTUAL PROPERTY RIGHTS

24.1 Ownership of Intellectual Property Rights

The Intellectual Property Rights in this Agreement and all documents, records, data, or other information produced by the Supplier as part of the Services shall belong exclusively to the City. All Intellectual Property Rights belonging to the City shall, at all times, remain the property of the City.

24.2 Use of Intellectual Property Rights

The Supplier shall not in connection with the performance of the Services use, manufacture, supply or deliver any process, article, matter or thing, where the use, manufacture, supply or delivery of which would be an infringement of any Intellectual Property Right.

24.3 Vesting of Intellectual Property Rights

Any and all Intellectual Property Rights developed under this Agreement or arising from the provision of the Services by the Supplier shall belong to the City and the Supplier agrees that it shall execute or cause to be executed all deeds, documents and acts required to vest such Intellectual Property Rights in the City.

24.4 Intellectual Property Indemnity

The Supplier shall fully indemnify and save harmless the City from and against all suits or actions arising from the claim of any person or persons who are or claim to be patentees of any process used in connection with the Supplier's performance of this Agreement or of any materials, plant, machinery, tools or appliances used therein or thereon, or in any way therewith, by the Supplier.

ARTICLE 25
DISPUTE RESOLUTION

25.1 Dispute Resolution Process

The parties shall attempt to resolve any dispute arising out of or in connection with this Agreement including in respect of this Agreement's existence, validity or termination (collectively, a "**Dispute**") through good faith, without prejudice negotiation between selected members of their respective senior management team commenced by delivery of a written and dated notice of a Dispute (a "**Dispute Notice**"). If the parties do not reach an agreement which finally disposes of the Dispute within sixty (60) days after the delivery of the first Dispute Notice, the Dispute shall be referred to binding arbitration as follows:

(a) No arbitration proceeding shall be commenced after expiry of the time specified for commencement of actions or proceedings under the applicable statute of limitations;

(b) The arbitration shall be conducted in accordance with *The Arbitration Act, 1992* (Saskatchewan) (the "**Arbitration Act**"). If there is a conflict between the provisions of this Agreement and the provisions of the Arbitration Act, the Arbitration Act shall rule.

ARTICLE 26
TRANSITION OF SERVICES

1.2 Transition Assistance and Cooperation

(a) Upon termination or expiration of this Agreement, the Supplier shall cooperate with the City to assist with the orderly transfer of the Service functions and operations including:

(i) notifying all affected contractors and sub-contractors of the Supplier;

(ii) performing the transition service plan activities;

(iii) answering questions regarding the Services as-needed;

(iv) utilizing the same Equipment standards during the transition; and

(v) providing such other reasonable services needed to effectuate an orderly transition to a new supplier, as may be required by the City.

ARTICLE 27
MISCELLANEOUS

27.1 No Partnership or Joint Venture

Nothing herein shall imply a relationship of employment, agency, association of persons, partnership or joint venture between the Supplier and the City. The Supplier shall not indicate or represent to any third party that the City is an employee or agent of the Supplier. The Supplier shall have no authority to commit the City to any third party. The Supplier shall be responsible for all business taxes, payroll remittances, benefits, assessments, remittances and all other applicable statutory payments and deductions for the Supplier, its employees, and all subcontractors, including any required federal and provincial withholding, self-employment and social security taxes, unemployment insurance, and worker's compensation insurance and assessments.

27.2 Further Assurances

Each party upon the request of the other, whether at or after the Term, shall do, execute, acknowledge and deliver or cause to be done, executed, acknowledged or delivered all such

further acts, deeds, documents, assignments, transfers, conveyances and assurances as may be reasonably necessary or desirable to effect complete consummation of the transactions contemplated by this Agreement.

27.3 Notices

Any notice, consent, authorization, direction or other communication required or permitted to be given hereunder shall be in writing and shall be delivered either by personal delivery, fax, email or similar telecommunications device and addressed as follows:

(a) in the case of the City at:

Attention: Director of Engineering Services
228 Main Street North
Moose Jaw, SK S6H 3J8
Fax: (306)694-4473
Email: jmickleborough@moosejaw.ca

(b) in the case of the Supplier, to it at:

Attention: Curtis West
620 McLeod Street
Regina, Saskatchewan
S4N 4Y1
Fax: (306) 721-2543
Email: cwest@loraasdisposal.com

Any notice, consent, authorization, direction or other communication delivered as aforesaid shall be deemed to have been effectively delivered and received, if sent by fax, email or similar telecommunications device on the Business Day next following sending of such transmission or, if delivered, to have been delivered and received on the date of such delivery provided, however, that if such date is not a Business Day than it shall be deemed to have been delivered and received on the Business Day next following such delivery. Either party may change its address for service by notice delivered as aforesaid.

27.4 Entire Agreement

This Agreement and the schedules, together with all agreements and other documents to be delivered pursuant to this Agreement, constitute the entire agreement between the parties pertaining to the subject-matter of this Agreement and supersedes all prior agreements understandings, negotiations and discussions, whether oral or written, of the parties, and, except as stated, contain all of the representations and warranties of the respective parties. This Agreement may not be amended or modified in any respect, except by written instrument executed by the parties.

27.5 Time of Essence

Time shall be of the essence of this Agreement.

27.6 Subcontracting

(a) The Supplier may only sub-contract the performance of this Agreement or any part thereof with the prior written consent of the City, and shall cease to so sub-contract if the City withdraws its consent. The City reserves the right to impose such conditions as it sees fit in giving any consent pursuant to this Section 27.6(a), including but not limited to payment to the City of such reasonable administrative and legal costs as may be incurred by the City or the posting of such additional security as the City, acting reasonably, may consider appropriate.

(b) Any consent provided by the City pursuant to this Section 27.6 (if given) shall not relieve the Supplier from any liability or obligation under the Agreement and the Supplier shall be responsible for the acts, defaults or neglect of any sub-contractor or its agents or employees in all respects as if they were the acts, defaults or neglect of the Supplier, notwithstanding that the City may require as a condition of giving any consent to sub-contract a direct warranty and undertaking from the sub-contractor concerning the provision of the Services and compliance with the Agreement in all respects.

(c) All Subcontractors shall operate in accordance with this Agreement which shall be required by the Supplier of the subcontractor

(d) Any dispute between the Supplier and Subcontractor shall not involve the City.

27.7 Restriction on Assignment

This Agreement shall inure to the benefit of the parties hereto and their respective successors, administrators and (permitted) assigns. Neither party may assign this Agreement without the prior written consent of the other, such consent to not be unreasonably withheld or delayed, provided however that this Agreement may be assigned by the City to any of its affiliates, associates, subsidiaries, partners and related entities.

27.8 Force Majeure

If either party shall be unable to carry out any obligation under this Agreement due to Force Majeure, this Agreement shall remain in effect, but such obligation shall be suspended for the period necessary as a result of the Force Majeure, provided that:

(a) the non-performing party gives the other party written notice not later than forty-eight (48) hours after the occurrence of the Force Majeure describing the particulars of the Force Majeure, including but not limited to the nature of the occurrence and the expected duration of this disability, and continues to furnish timely regular reports with respect thereto during the period of Force Majeure and the disability;

(b) the suspension of performance is of no greater scope and of no longer duration than is reasonably required by the Force Majeure; and

(c) the non-performing party uses its best efforts to remedy its inability to perform.

Notwithstanding any of the foregoing, the settlement of strikes, lockouts, and other labour disputes shall be entirely within the discretion of the affected party, and such party shall not be required to settle any strike, lockout or other labour dispute on terms which it deems inadvisable.

27.9 Survival

All representations, warranties and indemnities set out in this Agreement shall survive the termination or expiration of this Agreement.

27.10 Counterparts

This Agreement may be executed in counterparts and such counterparts together shall constitute a single instrument. Delivery of an executed counterpart of this Agreement by electronic means, including, without limitation, by facsimile transmission or by electronic delivery in portable document format (".pdf"), shall be equally effective as delivery of a manually executed counterpart hereof. The parties hereto acknowledges and agree that in any legal proceedings between them respecting or in any way relating to this Agreement, each waives the right to raise any defense based on the execution hereof in counterparts or the delivery of such executed counterparts by electronic means.

IN WITNESS WHEREOF the parties have executed this Agreement as of the day and year first above written.

THE CITY OF MOOSE JAW

Per: _____
Name: Deb Higgins
Title: Mayor

Per: _____
Name: Myron Gulka-Tiechko
Title: City Clerk

Seal

LORAAS DISPOSAL SERVICES LTD.

Per: _____
Name: CURTIS WEST
Title: GENERAL MANAGER

Seal

Schedule A General Collection Routes in Moose Jaw

(Subject to Minor Route and Service Adjustments)

The final configuration of the routes as per the Proposal and the attached maps incremental amendment and as provided for under Article 6 Change Management in this Agreement. This map is general and illustrative. A large scale operational map will be shared between the City and the Supplier and will contain all detailed information

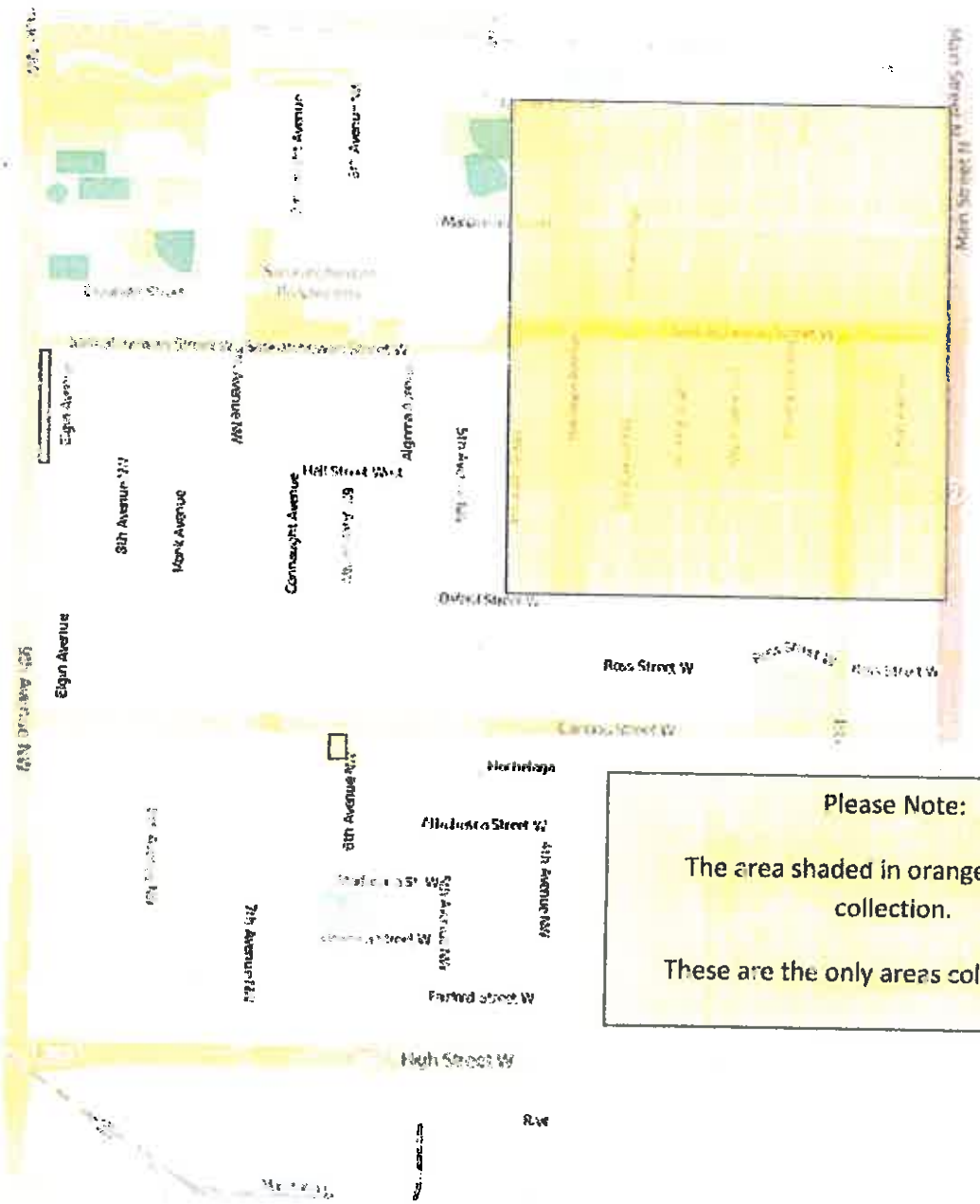
City of Moose Jaw

Curbside Recycle Collection Map

Day: Monday

Truck: 1

Route: A



Please Note:

The area shaded in orange is manual collection.

These are the only areas collected today

LORAAS DISPOSAL

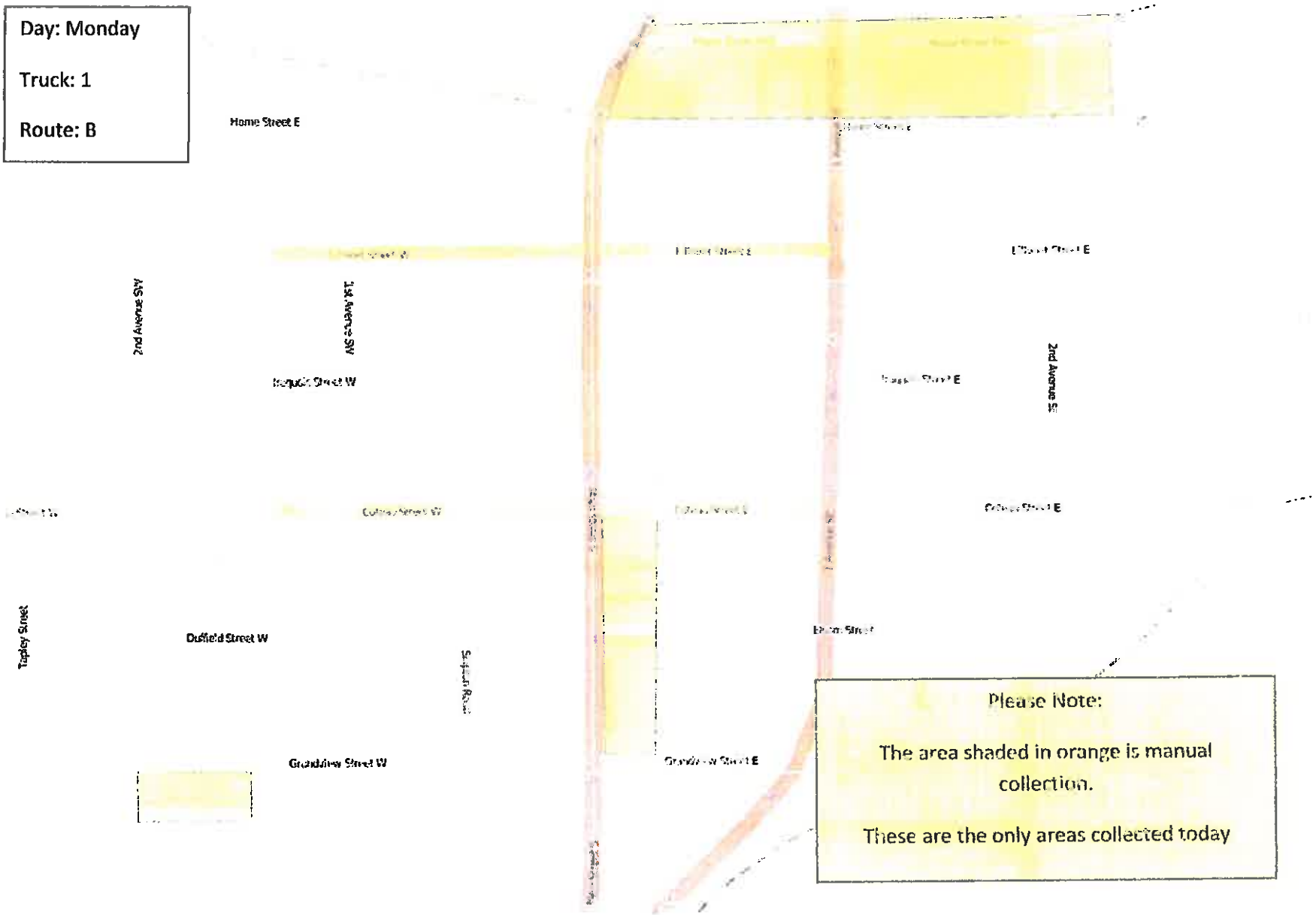
City of Moose Jaw

Curbside Recycle Collection Map

Day: Monday

Truck: 1

Route: B



Please Note:

The area shaded in orange is manual collection.

These are the only areas collected today

LORAAS DISPOSAL

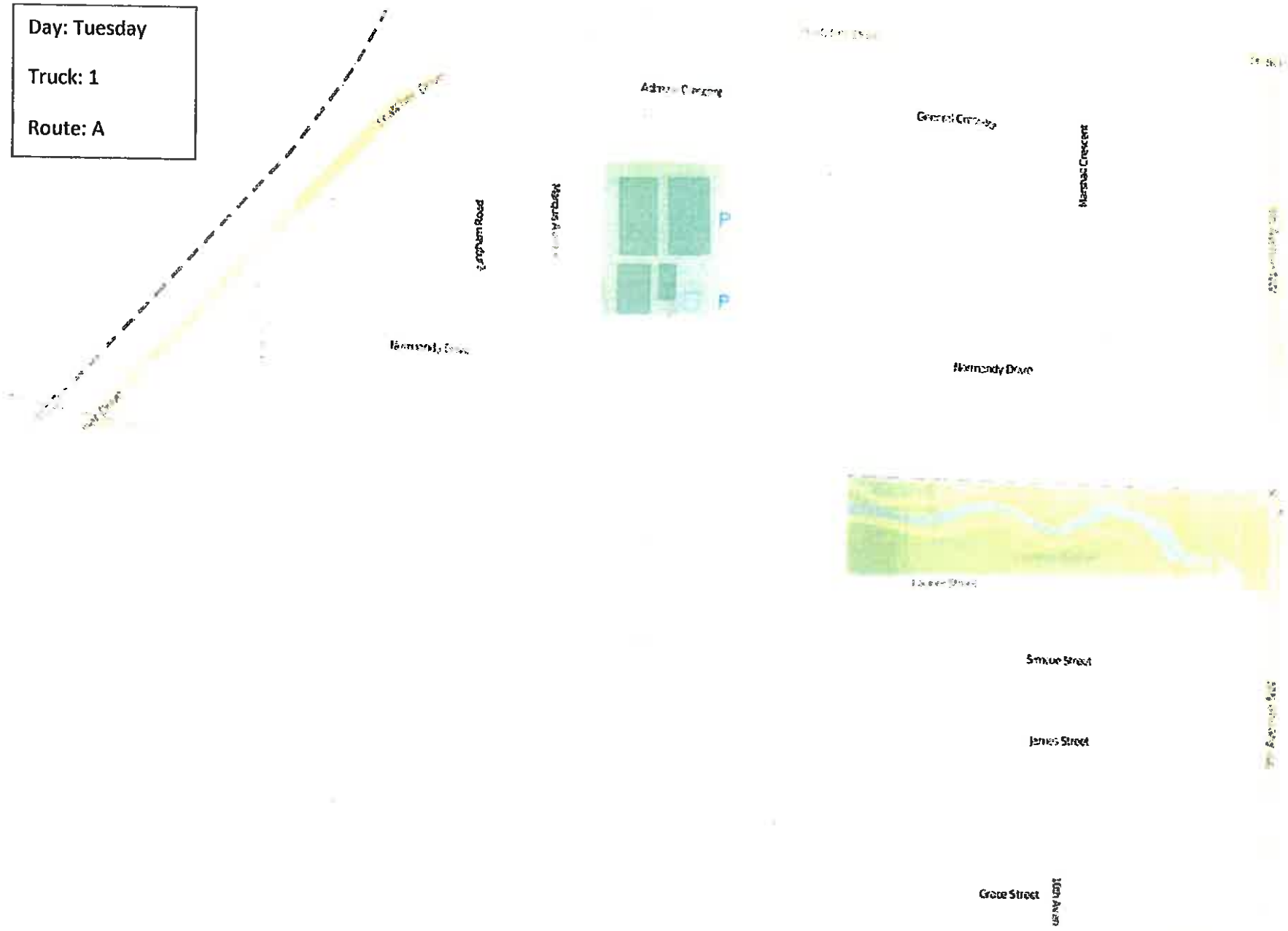
City of Moose Jaw

Curbside Recycle Collection Map

Day: Tuesday

Truck: 1

Route: A



LORAAS DISPOSAL

City of Moose Jaw

Curbside Recycle Collection Map

Day: Tuesday

Truck: 2

Route: A

LORAAS DISPOSAL

City of Moose Jaw

Curbside Recycle Collection Map

Day: Tuesday

Truck: 1

Route: B

LORAAS DISPOSAL

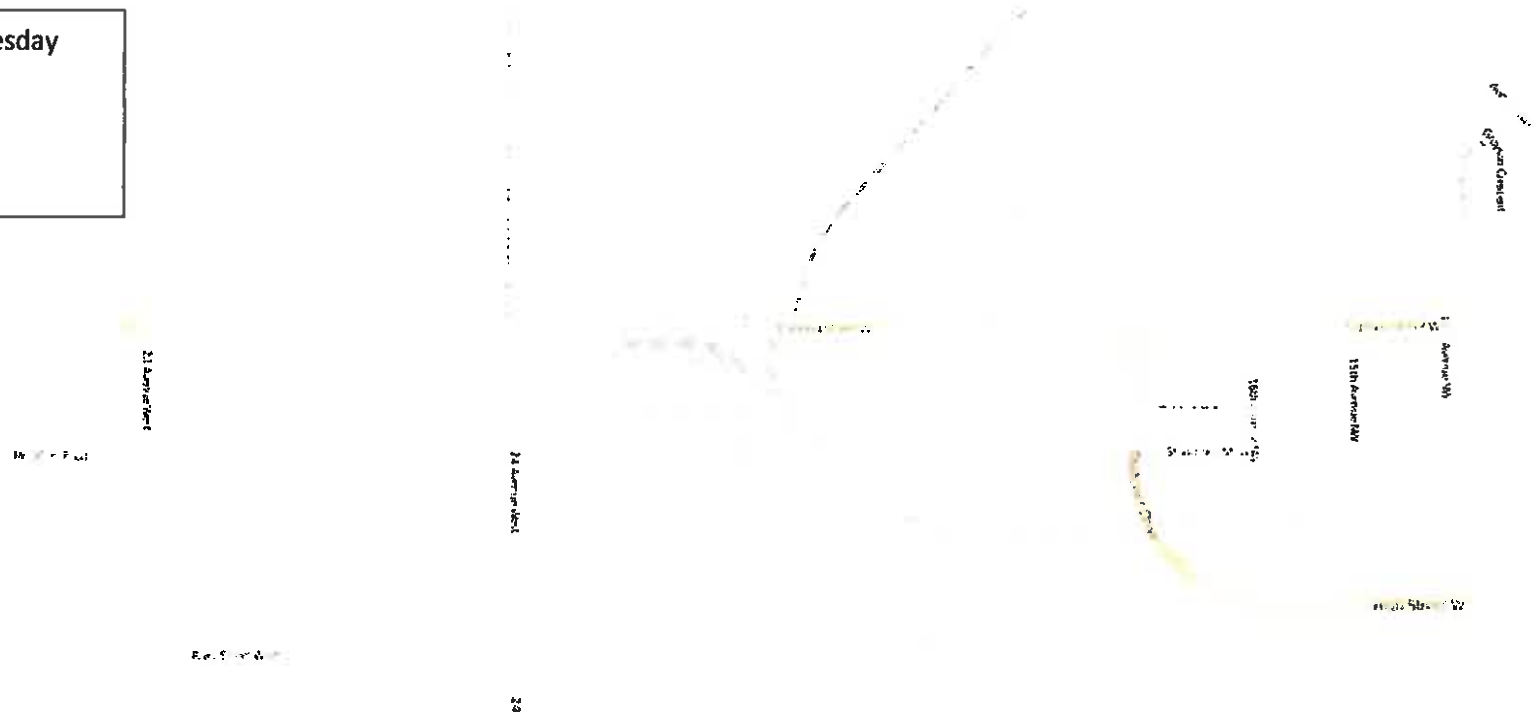
City of Moose Jaw

Curbside Recycle Collection Map

Day: Tuesday

Truck: 2

Route: B



LORAAS DISPOSAL

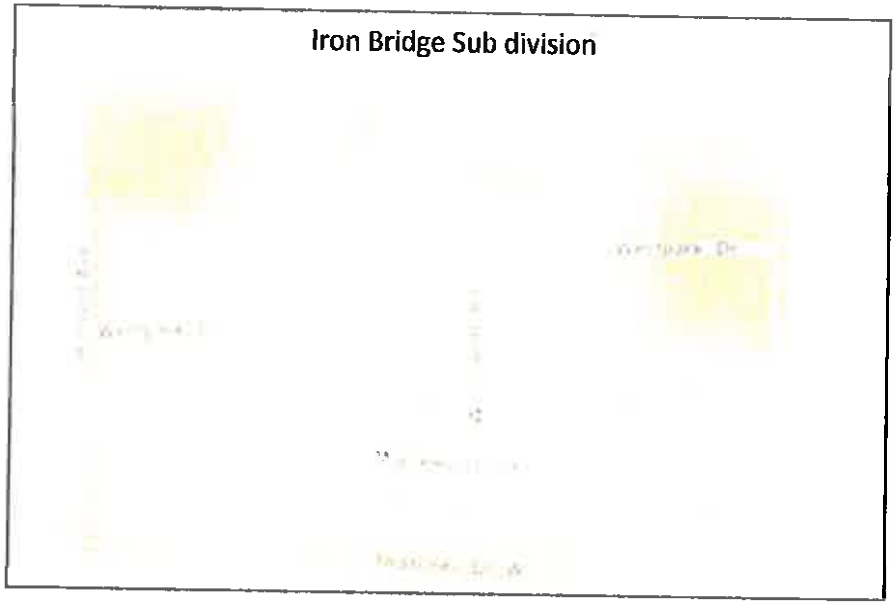
C. , of Moose Jaw

Curbside Re ,cle Collection Map

Day: Wednesday

Truck: 1

Route: A



Wood Lily Drive

The Church of Jesus Christ of Latter

11 Ave NW

Sunningdale School

LORAAS DISPOSAL

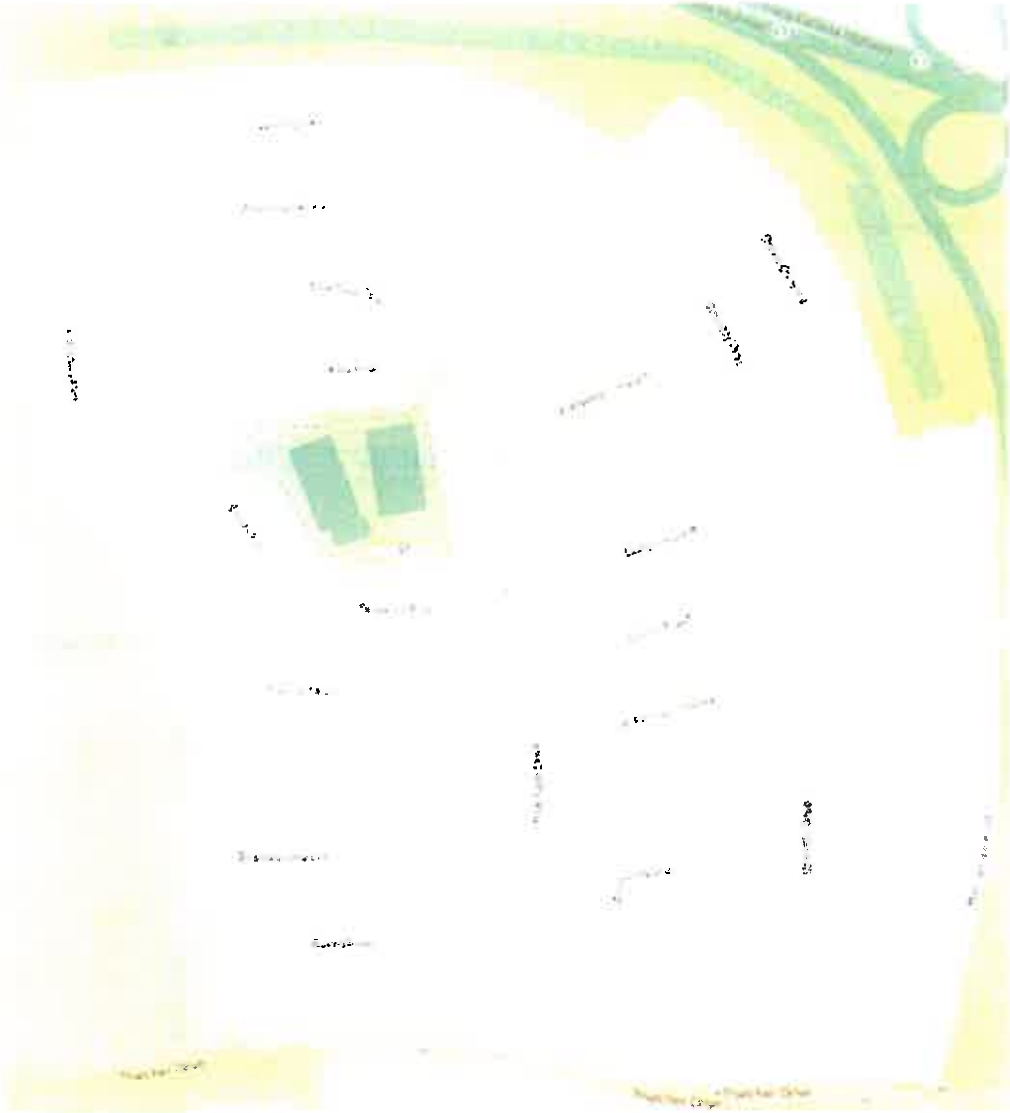
C / of Moose Jaw

Curbside Re /cle Collection Map

Day: Wednesday

Truck: 2

Route: A



LORAAS DISPOSAL

C. of Moose Jaw

Curbside Re ,cle Collection Map

Day: Wednesday

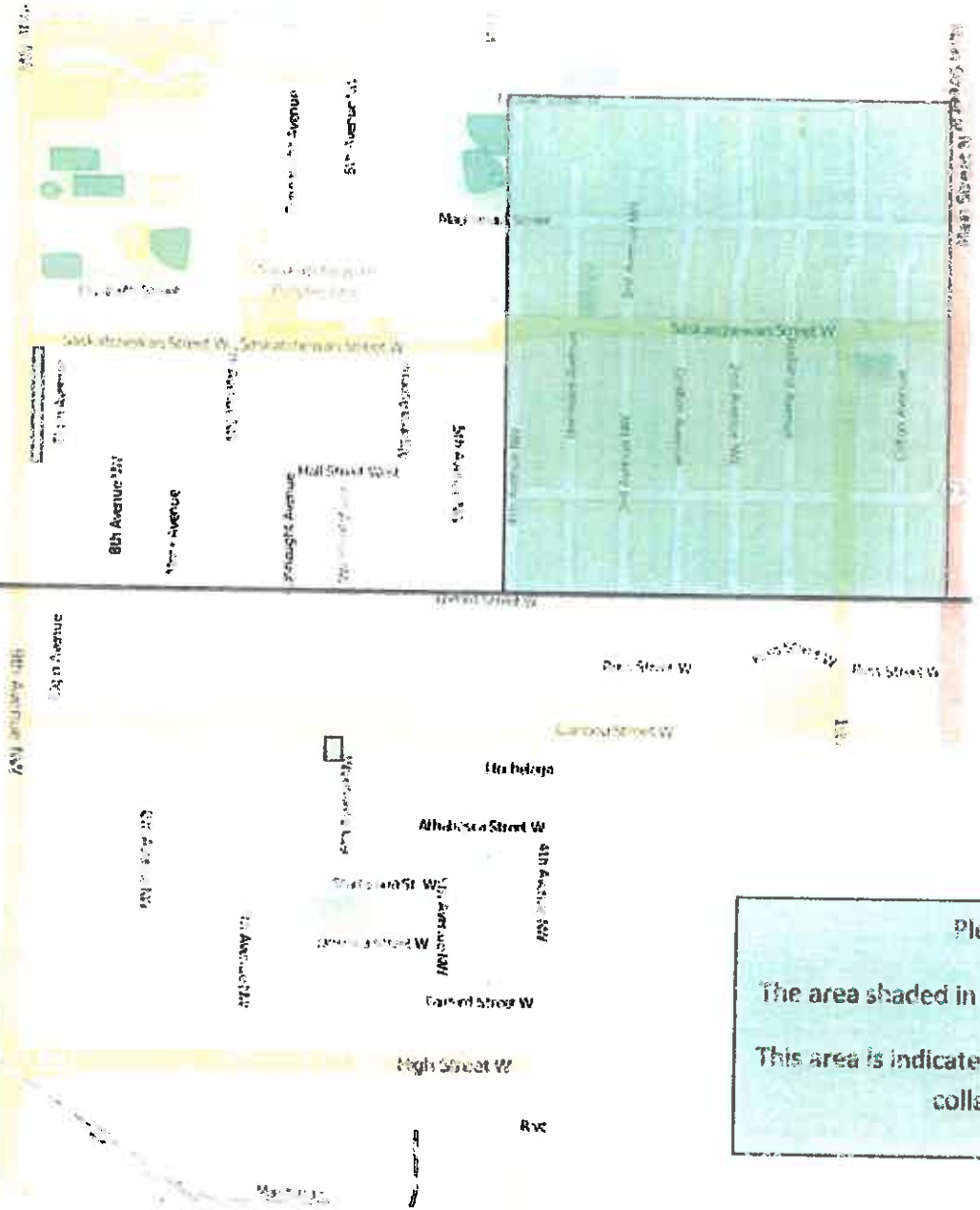
Truck: 1

Route: B

Day: Wednesday

Truck: 2

Route: B



Please Note:

The area shaded in green is manual collection.

This area is indicated for collection on Monday collection maps

LORAAS DISPOSAL

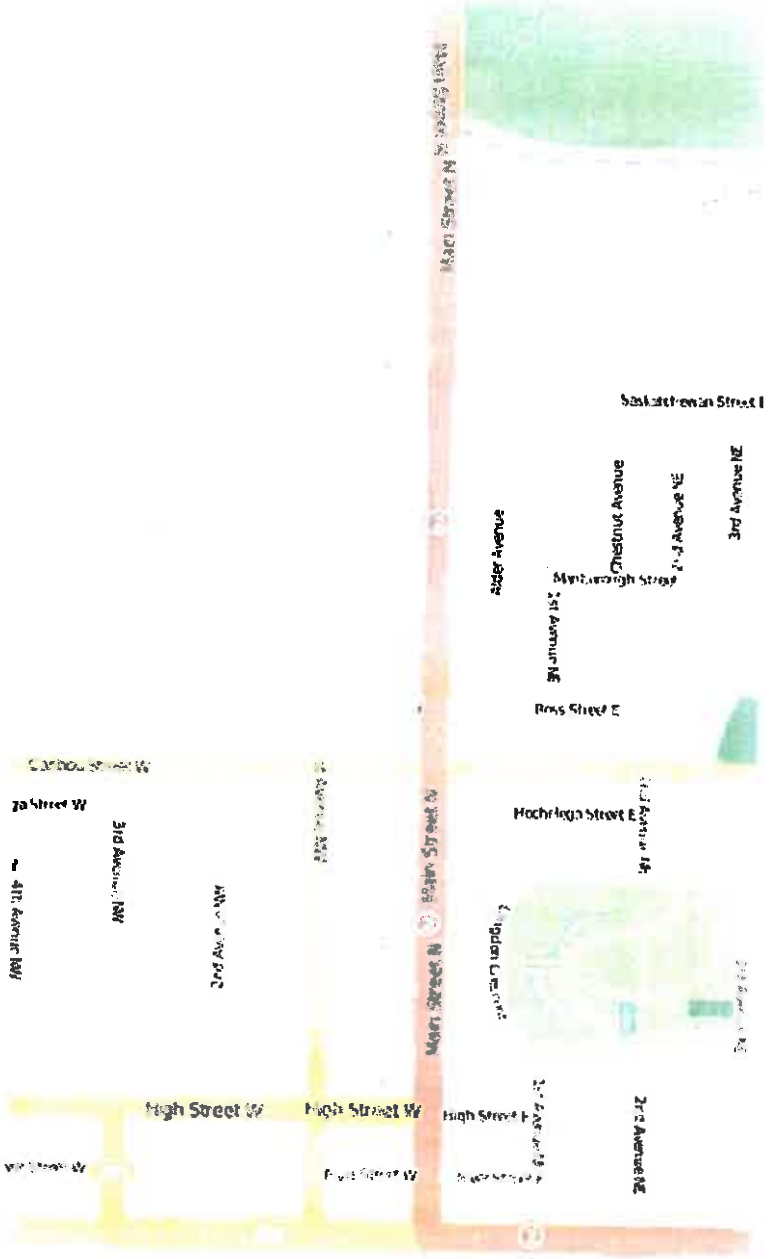
C of Moose Jaw

Curbside Re cle Collection Map

Day: Thursday

Truck: 1

Route: A



LORAAS DISPOSAL

C / of Moose Jaw

Curbside Re /cle Collection Map

Day: Thursday

Truck: 2

Route: A

LORAAS DISPOSAL

C of Moose Jaw

Curbside Re cle Collection Map

Day: Thursday

Truck: 1

Route: B

LORAAS DISPOSAL

C of Moose Jaw Curbside Re cle Collection Map

Day: Thursday

Truck: 2

Route: B

LORAAS DISPOSAL

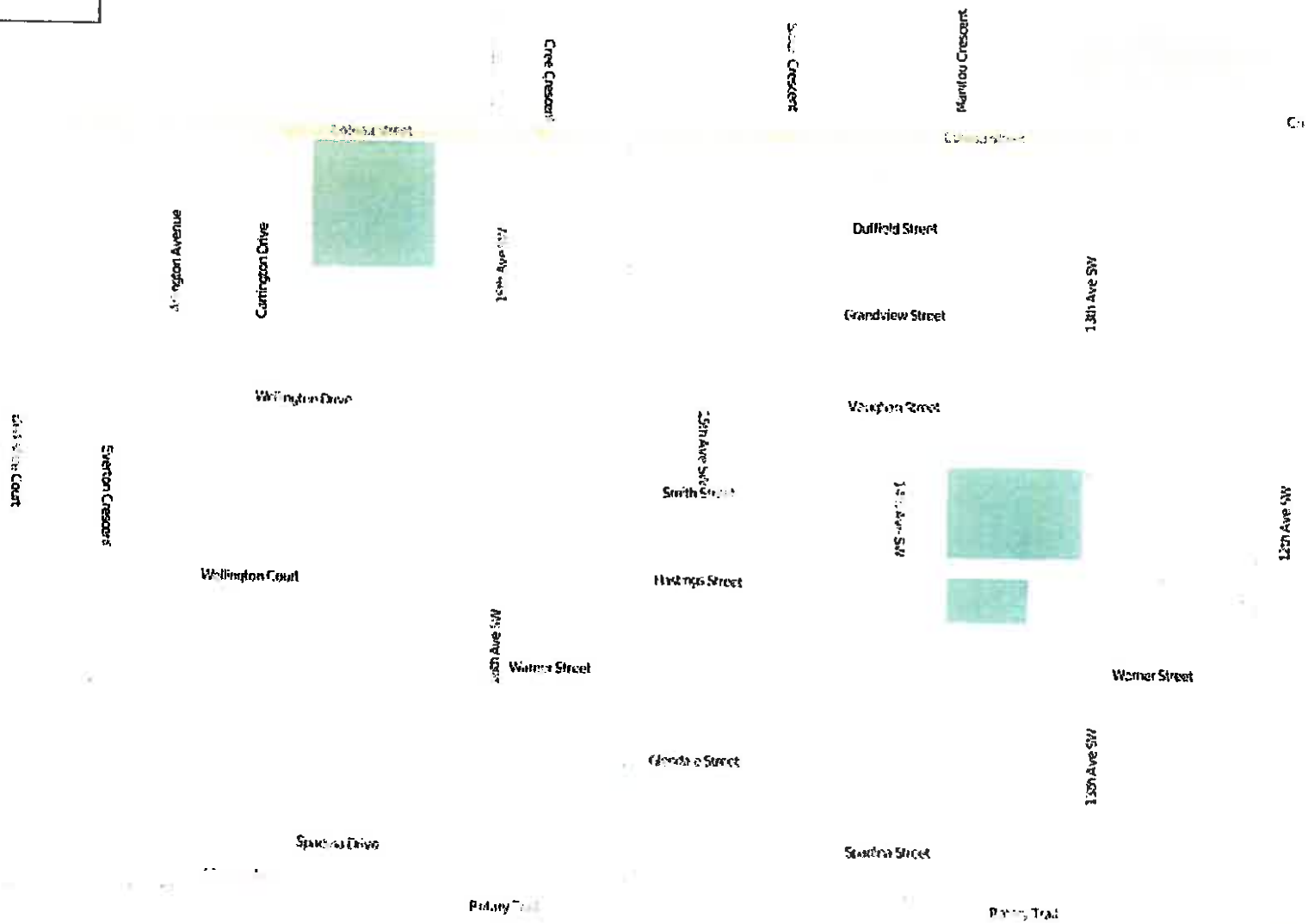
C _ of Moose Jaw

Curbside Re _,cle Collection Map

Day: Friday

Truck: 1

Route: A



LORAAS DISPOSAL

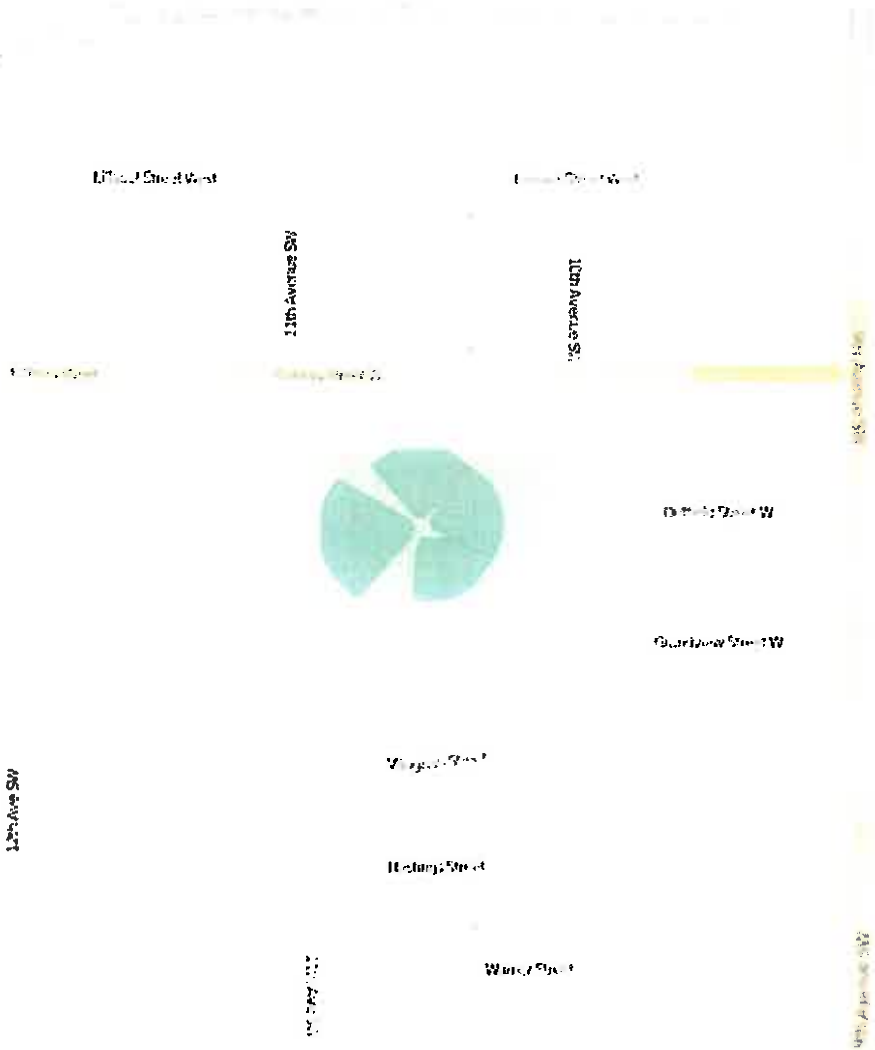
C. / of Moose Jaw

Curbside Re /cle Collection Map

Day: Friday

Truck: 2

Route: A



LORAAS DISPOSAL

C . of Moose Jaw

Curbside Re . ycle Collection Map

Day: Friday

Truck: 1

Route: B

LORAAS DISPOSAL

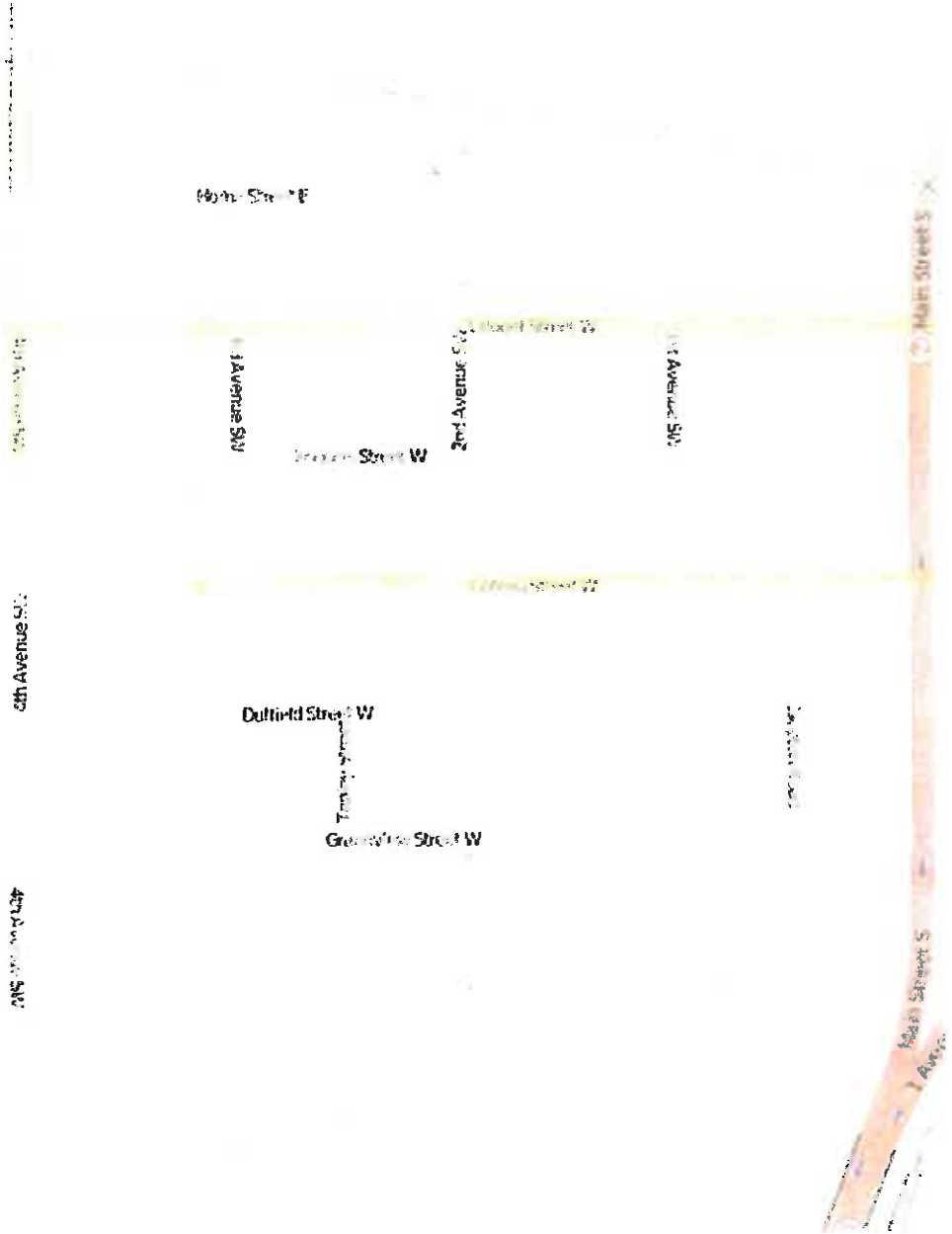
C. , of Moose Jaw

Curbside Re ,cle Collection Map

Day: Friday

Truck: 2

Route: B



LORAAS DISPOSAL

Schedule B

Service Fees for the City of Moose Jaw Solid Waste Collection Agreement

Table 1 Residential Costs for Single, Multi-Unit Residential, and Municipal Facilities

Table 1

Per the proposal contract costs to the City from Loraas are as follows:

	Year 1	**Year 2**	**Year 3**
Collection	$34.50	$35.36	$36.25
Transportation	$7.50	$7.69	$7.88
Processing	$24.00	$24.60	$25.22
Total cost / Cart (Home)	$66.00	$67.65	69.34

These rates shall be billed to the City monthly, based on actual number of designated residences and corresponding assigned recycle cart.

Schedule C Liquidated Damages Table for City of Moose Jaw

Incident	$250 / incident	$500 / incident	$1000 / incident	$2000 / incident
Failure to submit reports or documents within specified timelines	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents
Failure to clean up mechanical or oil spillage	n/a	n/a	n/a	Each incident
Failure to clean up waste, spillage and loose materials	n/a	3-5 incidents	6-10 incidents	>10 incidents
Failure to report and settle incidents involving damage to public or private property	n/a	n/a	n/a	Each incident
Proponent personnel scavenging Designated Materials	n/a	Each incident	n/a	n/a
Inappropriate appearance and/or conduct by Proponent personnel	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents
Failure to return Carts to their original location	3-14 incidents	> 15 incidents	n/a	n/a
Failure to return to rectify any Missed Collections in accordance with the specified timelines	n/a	Each incident	n/a	n/a
Failure to respond to customer complaints and concerns in accordance with the specified timelines	Each incident	n/a	n/a	n/a
Collections outside of Collection Schedule	n/a	Per Route	n/a	n/a
Failure to comply with health and safety requirements	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents
Collection Vehicles not conforming to requirements	n/a	n/a	Per Vehicle	n/a
Failure to maintain Carts in accordance with specified requirements	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents

LORAAS DISPOSAL

August 7, 2019

Re: Amendment to the Single Stream Recycling Cart Contract

Attention: City of Moose Jaw Council and Administration

The recent changes in the recycling marketplace have created a huge impact across the globe, negatively affecting commodity prices and the movement of material to end destinations.

There have been many mentions in the media and across social media sites this past year, detailing the issues currently faced by material recovery facilities and municipal recycling programs.

e.g. https://www.theglobeandmail.com/canada/article-wish-cycling-canadas-recycling-industry-in-crisis-mode/

In order to continue providing an effective and efficient service, it is now necessary to limit the material being placed into the bins for recycling. It is our preference that effective immediately these items will no longer be accepted:

- Clam Shell Type Food Containers labelled as #1
- Film plastic (plastic bags and stretch wrap)

Loraas Disposal South is proposing to have these types of products added to the list of unacceptable material.

Thank you for your cooperation in making these changes.

Loraas Disposal

620 McLeod Street Regina, Saskatchewan S4N 4Y1 – Telephone (306)721-1000 Fax (306)721-2543