

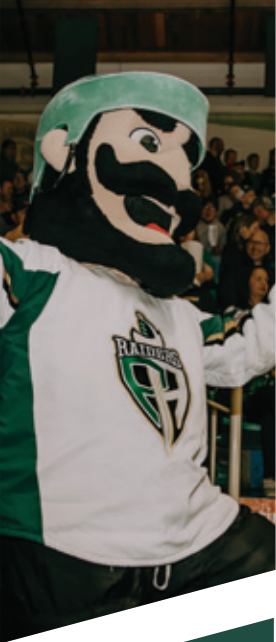
2019

ANNUAL REPORT

PRINCE ALBERT
SASKATCHEWAN, CANADA
YEAR ENDED DECEMBER 31, 2019



City of
**Prince
Albert**



The purpose of this report is to present Council, residents and stakeholders a summary of the financial and operational activities for the year ended December 31, 2019.

This document is available on our website for download and review at www.citypa.ca.

Presented by the Financial Services Department with preparation and production by Corporate Communications along with cooperation from all departments of the City of Prince Albert.

VISION

Prince Albert will be an innovative, welcoming, diverse, and healthy City of opportunity.

MISSION

The City of Prince Albert enhances quality of life through excellence in service.

CORE VALUES

Entrepreneurial, Partnerships, Innovative, Accountable and Transparent.

OPERATIONAL THEMES

Collaborative, Sustainable, Compassionate, and Exceptional.



“I am thrilled to see the progress we have made as our capacity grows to achieve more for Prince Albert. The good work of our employees and our continued ability to secure private investment and funding from senior levels of government have enabled us to invest in important projects while keeping taxes to a minimum.”

Mayor Greg Dionne



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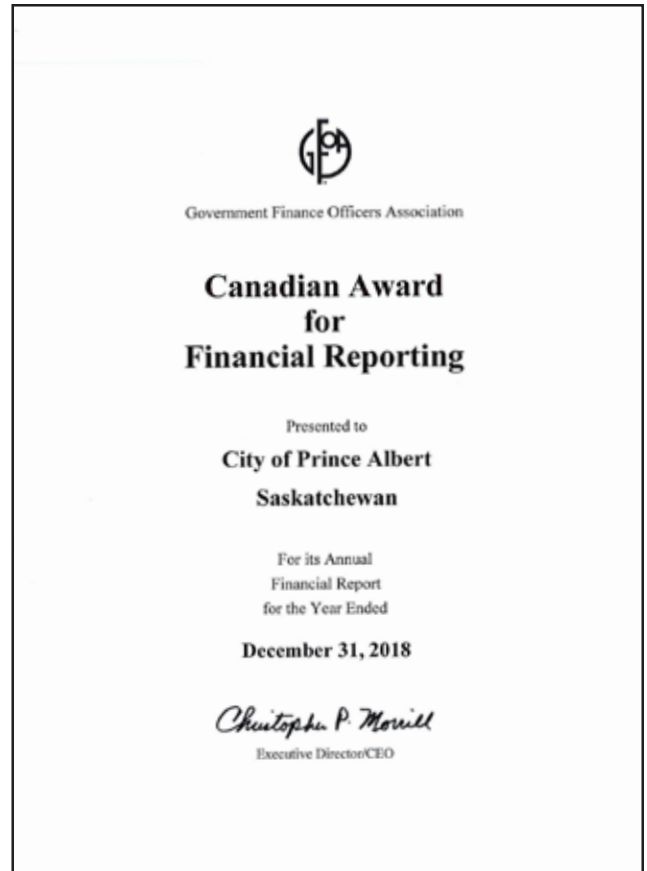
Introduction

“Across the organization we took on projects large and small to improve services, enhance the arts and cultural landscape of our city, renew infrastructure and build a better community for Prince Albert.”

Jim Toye, City Manager

GFOA Canadian Award for Financial Reporting

The City's annual financial report has been judged by impartial Canadian Review Committee members to meet the high standards of the program, including demonstrating a constructive "spirit of full disclosure" designed to clearly communicate the municipality's financial story and to motivate potential users and user groups to read the report.



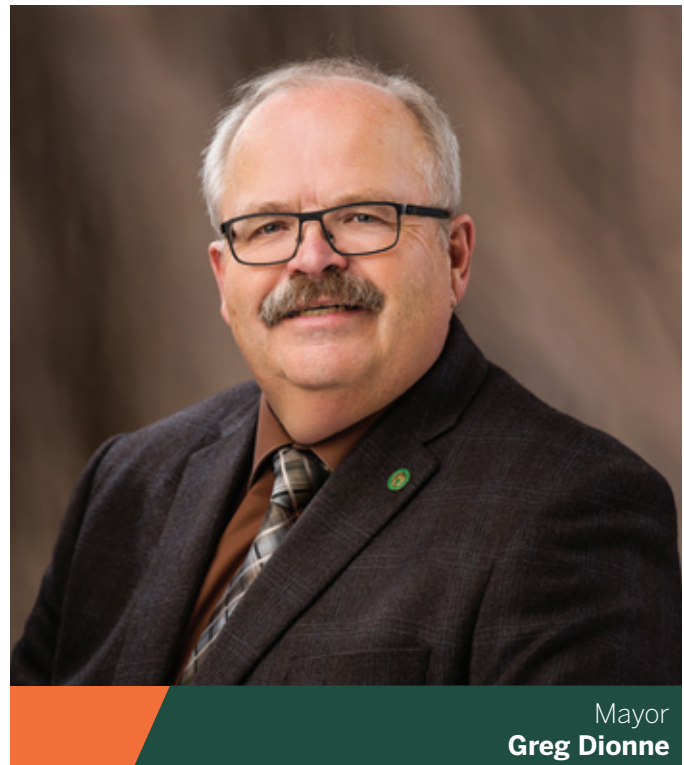
Message from the Mayor

2019 was another year of building and renewal. I am thrilled to see the progress we have made as our capacity grows to achieve more for Prince Albert. The good work of our employees and our continued ability to secure private investment and funding from senior levels of government have enabled us to invest in important projects while keeping taxes to a minimum. I am proud to report that residential property taxes in Prince Albert continue to be among the lowest when compared against other cities in the province.

When I look back on 2019, one of the stand out stories in our community was the success of our Prince Albert Raiders who were the 2019 Western Hockey League East Division, East Conference and League Champions. It was incredible to experience live hockey with sold out crowds night after night in the lead up to the championship game. The energy was electrifying and it was thrilling to be there with our local hockey fans to experience the energy and enthusiasm that came with close-up hockey in our hometown arena. It has been many years since we've seen those kinds of crowds at the Art Hauser Centre and I am confident this energy will inspire a new generation of local hockey fans.

This kind of enthusiasm for our local team has also re-invigorated calls for a new arena for the Prince Albert Raiders. We received incredible news in late 2019 when it was announced that Prince Albert would receive \$44 million of a \$60 million application for a new Recreation Centre through the Canada Infrastructure Program. The centre will include two 68,000 square foot hockey rinks (which will seat around 800 people each) and a 47,000 square foot aquatic centre. A new 125,000 square foot arena that meets the requirements of the Western Hockey League for the Prince Albert Raiders is still under consideration by the City of Prince Albert and will be part of the conversation as plans are developed in 2020 for the new build.

As I look ahead to 2020, it is clear we have an important year ahead of us. As the third largest City in Saskatchewan, we are the hub of health care, education and recreation. In addition to the arena and aquatic



centre we have received word that the Victoria Hospital will receive a \$300 million addition and renovation fully funded by the Government of Saskatchewan. Normally cost shared, this funding announcement recognizes Prince Albert's place as a health care hub. Similarly, we can also look forward to the opening of the University of Saskatchewan campus in downtown Prince Albert in the fall of 2020. Another announcement that acknowledges our central role in serving the region.

Both residents and businesses rely on the City of Prince Albert to provide services they can count on and we once again rose to the occasion and delivered on an incredibly productive year in 2019. As you flip through the pages of this Annual Report you will see the completion of dozens of projects that improve services, renew infrastructure and add to the improved quality of life for our residents.

A handwritten signature in black ink, appearing to be 'GD', written over a white background.

Greg Dionne
Mayor

Prince Albert City Council



Mayor
Greg Dionne



Ward 1
Charlene Miller



Ward 2
Terra Lennox-Zepp



Ward 3
Evert Botha



Ward 4
Don Cody



Ward 5
Dennis Ogradnick



Ward 6
Blake Edwards



Ward 7
Dennis Nowoselsky



Ward 8
Ted Zurakowski

Message from the City Manager

2019 was an ambitious year for the City of Prince Albert. Across the organization we took on projects large and small to improve services, enhance the arts and cultural landscape of our city and renew infrastructure to build a better community for Prince Albert.

This year you will read about:

Improving Services

- New GPS system which offers real-time tracking of the transit system
- Shorter wait times at the landfill thanks to a new kiosk and weigh scales
- More timely water meter readings through the City-wide water meter replacement project
- New modern website that makes information easier to read and easier to find
- Curb stop repair tool that eliminates the need for costly and disruptive residential excavations

Infrastructure Renewal

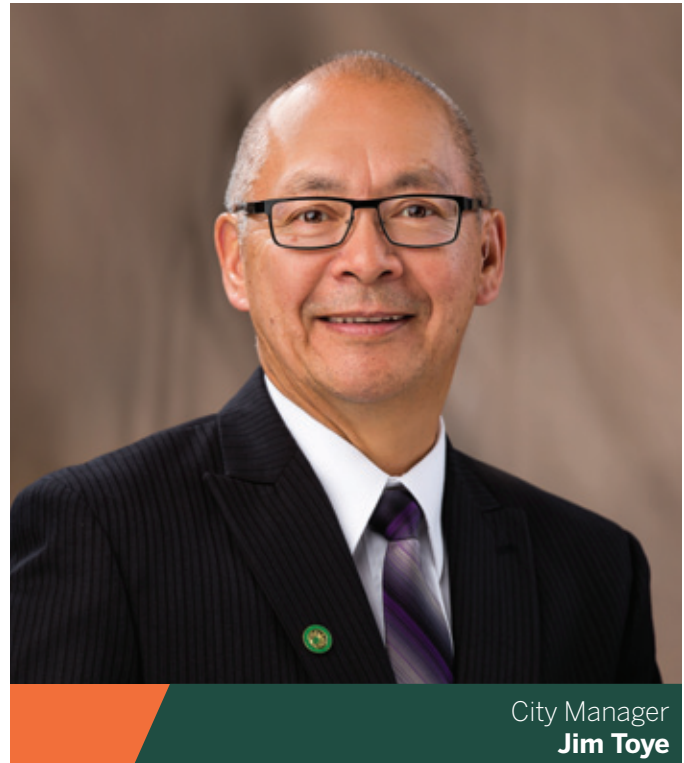
- New 15 million litre water reservoir and pump house to increase the storage amount of treated water
- New turning lane at one of our busiest intersections to improve traffic flow
- Crash bar to protect the Riverside Drive overpass

Enhancing the Arts and Cultural Landscape

- Award winning Indigenous Mural project at the History Museum
- Removal of the Eaglechild totem pole in consultation with indigenous communities
- Designation of the Diefenbaker House as a National Historic Site
- Painting of a new mural in Kinsmen Park through the City's Public Art Program

Building a Better Community

- New fully accessible playground at the Alfred Jenkins Field House
- New spray park in Kinsmen Park
- Renovations to the exterior of the Field House to make it more accessible
- Completion of the long awaited Rotary Trail
- New Playground installed on Muzzy Drive



- Completion of a State of the Playgrounds report to provide more predictability on the renewal of Prince Albert's neighbourhood playground structures
- Land exchange between the City and the Prince Albert Grand Council to make way for new opportunities
- Development of incentive programs to encourage local investment
- Launch of the Prince Albert Regional Economic Development Alliance

City Administration continues to work diligently to achieve the projects identified by Mayor and City Council. There has been incredible progress in 2019 and it is because of the hard work and dedication of our City employees that made these achievements possible.

A handwritten signature in black ink that reads 'Jim Toye'. The signature is written in a cursive, flowing style.

Jim Toye
City Manager

Message from the Director of Finance

The City of Prince Albert's 2019 Annual Report is a summary of information highlighting performance by individual departments and ultimately, it is the City's means to communicate the details to City residents in an accountable and transparent manner.

The information contained in the Annual Report provides an understanding of City operations, identifies activities happening in our community and communicates details in an accountable and transparent manner. The City's 2019 Annual Report contains three areas of information:

Introduction

Highlights activities and performance indicators such as transit ridership numbers, number of blocks paved, community services' parks and recreation information, municipal cultural action plan initiatives, capital projects for 2019 and more.

Financial Statement Discussion and Analysis

The 2019 Financial Statement Discussion and Analysis is designed to help residents understand the financial information contained within the annual financial statements. Tables, graphs, and discussion are used to highlight trends, explain results, identify the details of the City's revenues, expenses and capital along with relevant economic data affecting the City of Prince Albert.

Audited Consolidated Financial Statements

The last component of the 2019 Annual Report is the 2019 Consolidated Financial Statements, which have been audited by MNP LLP.

The City of Prince Albert continues to face challenges in 2019 with having to do more with less.

2018 was the first full year of the Provincial Sales Tax (PST) 1% increase plus expansion of PST to goods and services. In 2019, the carbon tax started in Canada and will have a negative impact on expenses.

Ensuring strong financial management and accountability policies and practices are in place is of utmost importance.



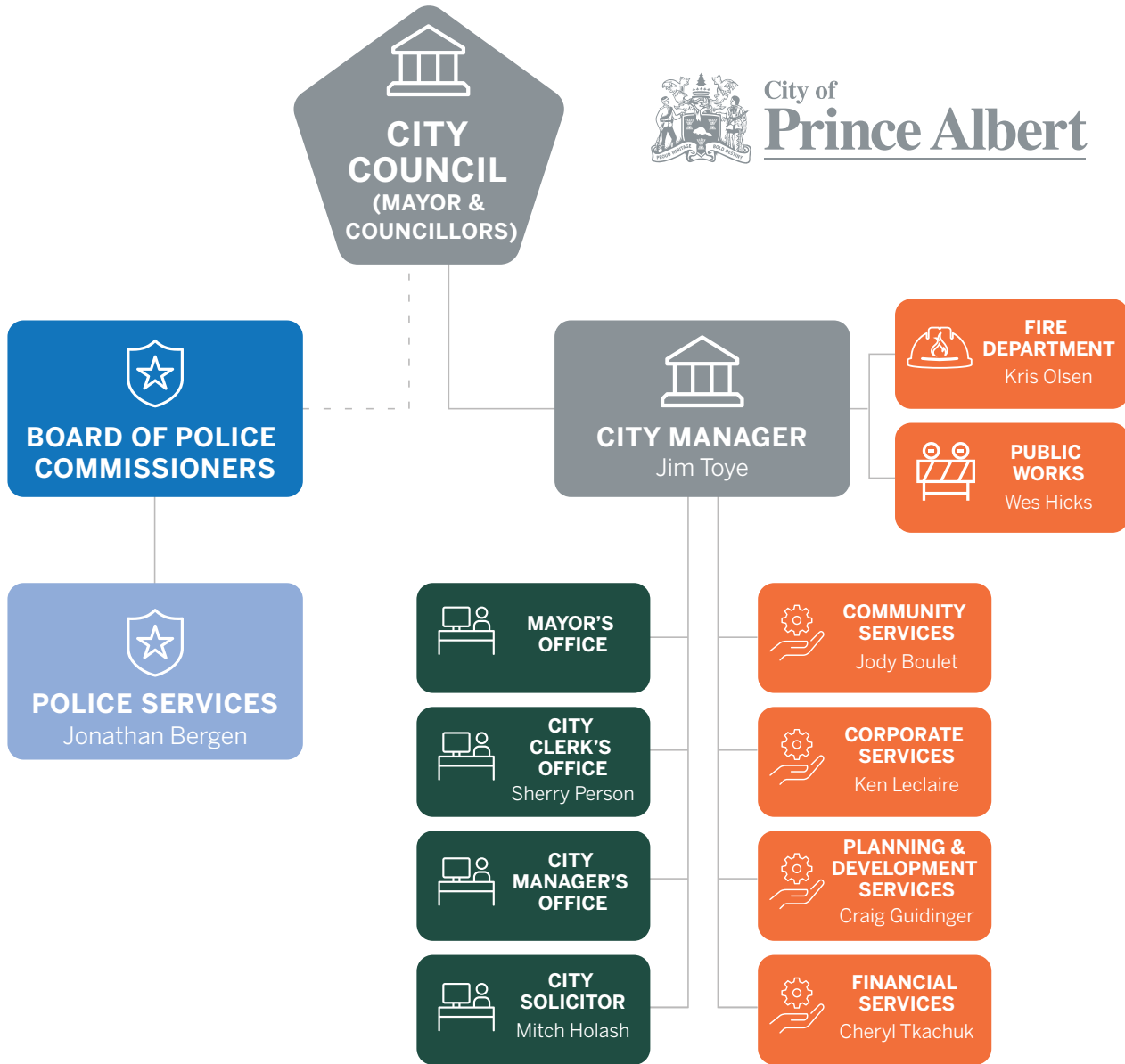
The City of Prince Albert is committed to improving the financial reporting to City residents.

Team effort is key to success and we must also look at innovative ways in which we can work together. I am both grateful and proud of the hard work City employees provide as we go forward with continuous improvements. As we continue to work together as City Administration and staff, success is achievable under difficult conditions. The goal is to strengthen public perception and enhance accountability with our community.

A handwritten signature in black ink that reads "Cheryl Tkachuk".

Cheryl Tkachuk, CPA, CMA, CPHR
Director of Financial Services
June 1, 2020

Organizational Chart



Prince Albert By The Numbers

527
registrations for
Kinsmen Water Park
swimming lessons
(highest ever)



\$304,536
secured in sponsorships
and grants



238
event days
at the EA Rawlinson
Centre for the Arts



1034
trees pruned



12
blocks of water and
sewer mains replaced



200+
Municipal
Cultural Action Plan
activities completed



4
new and emerging
cultural events
supported



8666
attendees at
Prince Albert
Arts Centre
programs
(highest ever)



\$179,000
to support events
through the Destination
Marketing Fund



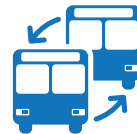
49
blocks paved
through the annual
Paving Program



5
raised
crosswalks
installed in
school zones
for traffic
calming



399,433
rides on
Prince Albert Transit



13,167
aircraft landings
and take-offs at
the Prince Albert
Airport



1065
Fire Department
calls for assistance



87.4 million kgs
of waste collected
at the Landfill





PROJECT COMPLETE: WATER TREATMENT PLANT PUMP HOUSE AND RESERVOIR

An essential piece of water utility infrastructure was completed in 2019 thanks to federal, provincial and municipal investments. A new 15-million-litre reservoir brings the City's treated water supply storage capacity to 52.6 million litres that can now last four days. The added

capacity will help to meet future growth demands and mitigate supply risks identified following the 2016 Oil Spill Water Crisis which required that the water intake be temporarily shut down from the river. A new 227m² aboveground pump house also improves water pumping

capacity and saves on power costs. The old pumps were located below the flood zone. Moving them above ground into a new building removes the last of the flood risks at the facility, which has undergone extensive upgrades over the last 10 years.



NEW LANDFILL KIOSK *SHORTENS WAIT TIMES*

A new landfill kiosk and weigh scales were constructed in 2019 providing for increased levels of service out at the landfill. The new longer and wider scales now easily accommodates large semi-trailers and with two scales instead of one, inbound and outbound traffic have a dedicated lane resulting in shorter wait times for customers.



TRANSIT LIVE OFFERS REAL-TIME BUS TRACKING

Transit Live is an online GPS tracking service that greatly improves the customer experience by showing users the real-time location of each bus so they know exactly where the bus is and when they can expect it to arrive. The map is easily accessible from a smart phone or desktop at www.transitlivepa.com



\$4 MILLION INVESTMENT PROVIDES NEW WATER METERS FOR EVERY PROPERTY IN PRINCE ALBERT

In the spring of 2019, the City embarked on the replacement of 11,217 water meters city-wide. Working with Iconix, local people were hired and trained to perform the scheduled residential replacements. Together, City employees and Iconix crews performed replacements on commercial properties and apartments. The initial influx of appointment requests kept crews busy for several months after the launch of the program. As appointments slowed, residents were contacted directly or crews went door to door. By the end of the year just under 11,000 meters were installed. The \$4 million investment

upgraded every meter so all customers are now on the same system, using the same technology. Meters were once an assortment of different types, some dating back to the 1950s. The new meters offer a variety of benefits including a more efficient and accurate water meter reading. Using wireless technology, they also offer timelier readings, an ability to monitor usage and set up leak alerts through an online app. With access to this data, water usage can be managed more easily and leaks can be detected sooner, saving customers unnecessary expenses.



NEW TURNING LANE

IMPROVES TRAFFIC FLOW AT BUSY INTERSECTION

One of the busiest intersections in Prince Albert had a much needed turning lane installed in September 2019. To complete the project, the corner parcel at 15th Street and 2nd Avenue was purchased from Imperial Oil. The turning lane accommodates westbound traffic on 15th Street turning north onto 2nd Avenue West and is particularly beneficial for large tractor trailers which frequently travel on this main thoroughfare.

INSTALLATION OF CRASH BAR



ANOTHER EFFORT TO AVOID COSTLY CRASHES ON THE RIVERSIDE DRIVE OVERPASS

The Riverside Drive overpass has been subject to many collisions over the years from over height trucks. Despite multiple signs indicating an alternate route, trucks have continued along under the bridge plowing into the overpass, causing

significant damage and months of follow-up with insurance companies to arrange for repairs. In 2019, a crash bar was installed as a simple measure to alert drivers of over-height trucks well before they arrive at the overpass.

HISTORICAL SOCIETY RECOGNIZED FOR INDIGENOUS MURAL PROJECT

The Prince Albert Historical Society's "Indigenous Mural Project", part of the newly developed Indigenous space in the Historical Museum, received the Museums Association of Saskatchewan Institutional Award of Merit and won Honourable Mention for Excellence in Community Programming in the Governor General's History Award. The Mural Project, located in the Connaught Room of the Prince

Albert Historical Museum, includes artwork designed by Leah Dorian and Kevin Pee-Ace and painted by the public. The artwork was suggested by the Metis and First Nations Knowledge Keepers to promote Indigenous arts. The murals are on display along the top of the room along with pictures and artifacts that create an important, permanent interpretation of Indigenous history in the Prince Albert area.



NEW ACCESSIBLE PLAYGROUND

AT THE ALFRED JENKINS FIELDHOUSE



The Alfred Jenkins Field House was the site of a major outdoor renovation in 2019. Thanks to funding from Malcolm Jenkins and the Canadian Tire Jumpstart Program, the Field House is now home to a fully accessible playground which is the first of its kind in Saskatchewan and one of only five across the Country. Watch for a 7,000 square foot expansion to the playground planned for 2020.



LARGEST SPRAY PARK IN PRINCE ALBERT INSTALLED IN KINSMEN PARK

A wilderness spray park was installed and opened to the public on July 1, 2019. The spray park is the largest in the City at 237 square meters and features a push button start to ensure water is only on when in use. Located in Kinsmen Park, the spray park is centrally located in the City providing a free, accessible space to cool off in the summer. The spray park was one of three major Community Enhancement Projects sponsored by Husky Energy who provided \$1 million in funding to the City.

EAGLECHILD TOTEM POLE

OFFICIALLY REMOVED FROM THE RIVERBANK

Following careful consideration and consultation, Prince Albert officially said good-bye to the Eaglechild totem pole, a historical artifact that stood on the riverbank for 44 years. A ceremony was held to share the history of the totem pole with representatives from the City, the Stonechild Family, the Okanese First Nation and the Prince Albert Historical Society. The totem pole was designed and carved for Prince Albert by James Sutherland with help from primary assistant Dale Stonechild and other inmates of the Saskatchewan Penitentiary located in Prince Albert. It was donated to the City in 1975. Following the ceremony the totem pole was transported to Okanese First Nation, the home community



of Stonechild. Inspections of the totem pole following a condition assessment of the City's public art revealed significant rotting at the base of the pole and concerns with the wing stability. Consultations revealed that totem poles are not usually restored unless done by the

carver. At the end of their lifespan, they may be returned to the carver or his/her family to be laid down to return to the earth. Upon investigation, it was revealed that James Sutherland is deceased and attempts to locate the family were unsuccessful.

MAJOR EXTERIOR RENOVATIONS AT

THE ALFRED JENKINS FIELD HOUSE



In addition to a new accessible playground at the Field House there are two new soccer pitches, 1-3X3 basketball courts and a reconfigured front entranceway to allow for easier access to the building for people with mobility issues. These additional improvements were completed by the City with funding from the Prince Albert Youth Soccer Association and Malcolm Jenkins.

PUBLIC ART MURAL



IN KINSMEN PARK

Artist Jayde Goodon painted a new mural on the west side of the Kinsmen Water Park building, just off 1st Ave West in September 2019. The mural, funded through the City's Municipal Cultural Action Plan, is part of the City's Public Art program which aims to provide a visually rich environment in Prince Albert. Lead by the Public Art Working Group, new projects are guided by the public art plan and policy.

DIEFENBAKER HOUSE

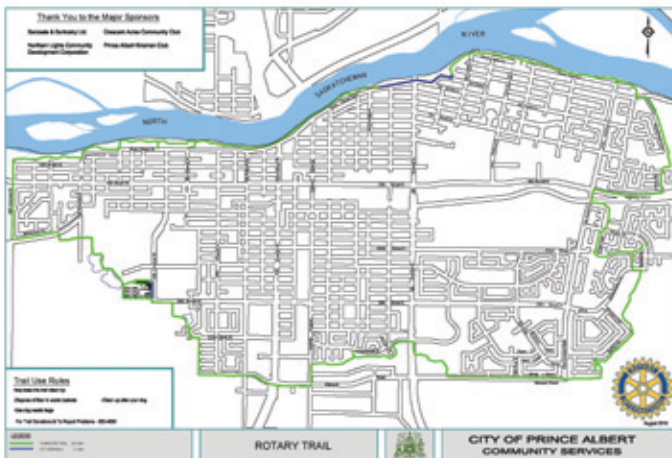
DESIGNATED A NATIONAL HISTORIC SITE

The former home of John G. Diefenbaker, Canada's 13th Prime Minister was formally declared a national historic site in August 2019 with a plaque unveiling ceremony with Parks Canada and the Historic Sites and Monuments Board of Canada. Located at 246 19th Street West in Prince Albert, the house was built in 1912, purchased by Diefenbaker in 1947 and donated to the City of Prince Albert in 1977 for the purpose of opening it as a museum. It was opened as a museum in 1983. The museum is now officially named the John & Olive Diefenbaker Museum National Historic Site of Canada.



PRINCE ALBERT'S 22.6KM ROTARY TRAIL

OFFICIALLY COMPLETED



An ambitious multi-year, multi-agency project came to completion in October 2019. The last section of asphalt was laid on the Rotary Trail finishing a nearly 23 km, 10 ft wide, multi-use trail that wraps around the perimeter of Prince Albert. It started as an idea of a few community members 19 years earlier who

envisioned a dedicated trail that would provide a safe, off-road option for cyclists and pedestrians. The project was spearheaded by the Multi-Use Recreational Trail committee, Rotary Club of Prince Albert and in particular Dave Fischl who was a founding member of the original fundraising committee

and champion of the project over the years. The trail is owned and maintained by the City. The total construction cost of the trail is estimated at \$3.2 million. Major funders include the Rotary Club, the Federal and Provincial Government, NLCDC, Husky Energy and B&B Asphalt.

PLAYGROUNDS REPORT CRITICAL FOR FUTURE PLAYGROUND INVESTMENTS



The State of the Playgrounds report is a comprehensive inventory and analysis of the City's 29 playgrounds. Completed by the Parks division in 2019, it provides a condition report on each play structure identifying recent improvements and setting a priority rating for replacement. Four of the 29 playgrounds are identified as a priority one with immediate replacement recommended. The report will play a crucial role in long term planning for playgrounds city-wide helping to identify where annual budget allocations should be focused and providing some predictability on the status of potential improvements and replacements. In 2019, the City invested \$219,782 in improvements



at 17 playgrounds. This included replacement of amenities like garbage cans, swings, benches, picnic tables, bike racks, trees and re-surfacing of peeling posts. This amount also included a new neighbourhood playground on Muzzy Drive which provides much needed recreation space for the growing community which has seen some of the most residential growth in the City over the last ten years. The total cost of the project was \$114,000 which includes a \$10,000 contribution from the Crescent Acres Community Club.



DEVELOPMENT INCENTIVE PROGRAMS

AIM TO STIMULATE INVESTMENT AND GROW THE TAX BASE

A series of incentive programs were created in 2019 to reduce development costs for new builds in residential, infill and major commercial developments. Through these programs the City shoulders the short-term burden of delayed taxes, which comes at no direct cost to taxpayers, while also making investment more affordable for business which in turn stimulates the economy. In 2019 13 applications were approved in 5 different programs.

LAND EXCHANGE MAKES WAY FOR NEW OPPORTUNITIES

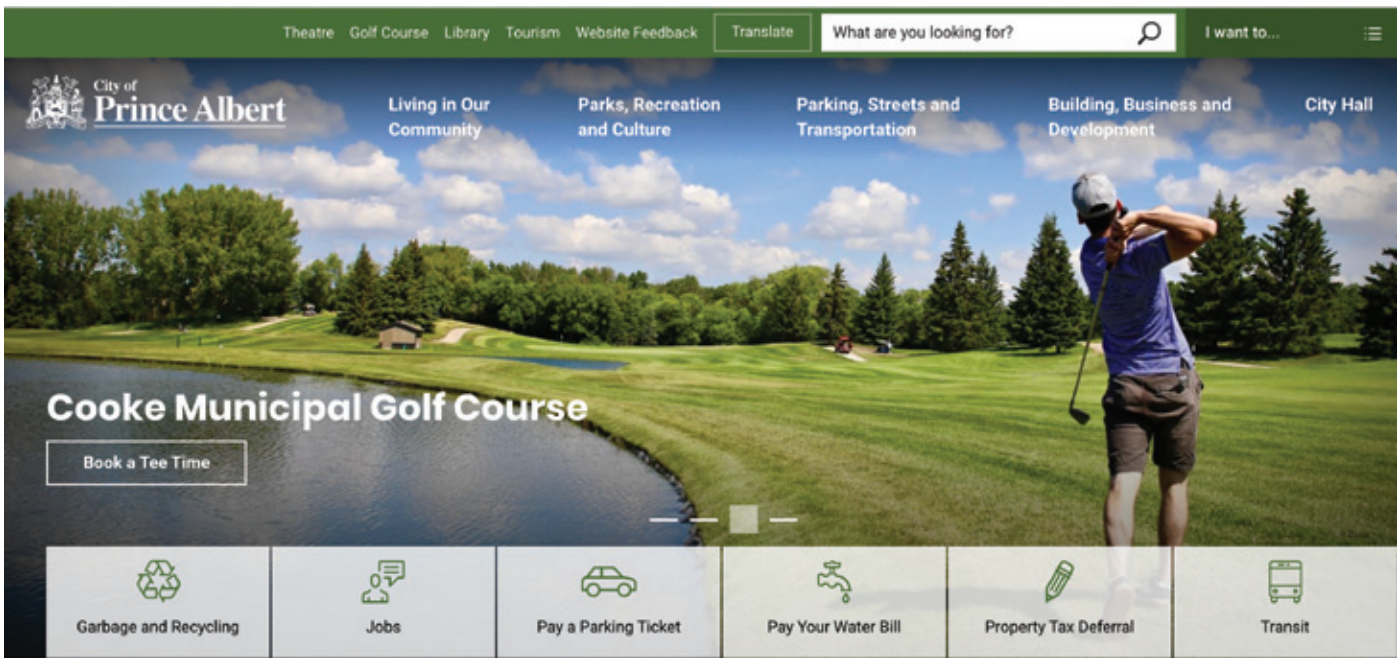


A mutually beneficial agreement was reached in June 2019 on two prominent pieces of property in the City. A call for proposals to find an external agency to operate Parkland Hall (1510 9th Ave West) prompted discussion on a potential property exchange for the former Angus Mirasty School property (5th Ave between 20th/22nd St W). After negotiations and consultation

between the City, Prince Albert Grand Council and surrounding neighborhoods an agreement was reached for the City to take possession of the aging school which was demolished that same year with plans to subdivide it into residential lots in the future. The Parkland Hall will be operated by Prince Albert Grand Council with expanded programming open to all residents.

NEW CITY WEBSITE

OFFERS MODERN PLATFORM TO SERVE RESIDENTS



“Providing a strong foundation to work from, the new site allows for easy integration of new content and for future digital enhancements as new needs arise.”

An ambitious website redesign project was undertaken in 2019. Working with eSolutions Group, a team at the City rewrote hundreds of pages of content, reimagined the design and layout of the pages, categorized and inventoried data for the different modules and reviewed each page for clarity and accuracy. The new site showcases authentic images of the City and the community with website functions designed specifically for a municipality. Information is easier to find, with entirely revamped menu. Providing a strong foundation to work from, the new site allows



for easy integration of new content and for future digital enhancements as new needs arise. Following the launch, the site was recognized by the AVA Digital Awards, an international competition that assesses outstanding work by creative professionals involved in the concept, direction, design, and production of media which is part of the evolution of digital communication. The AVA Digital Awards assessed approximately 2,500 entries this year for international digital projects. Prince Albert’s website project placed in the gold category.



REGIONAL PARTNERS FORM **PRINCE ALBERT REGIONAL ECONOMIC DEVELOPMENT ALLIANCE**

Regional partners came together in 2019 to officially form the Prince Albert Regional Economic Development Alliance (PAREDA) representing the region's first grassroots driven approach to regional community economic development. Founding members include the City of Prince Albert, the RM of Prince Albert, the RM of Buckland, the Town of Shellbrook,

Muskoday First Nation and Peter Ballantyne Developments LP. The initiative was eighteen months in the making following the development of a Task Force to prepare a framework that would define the operating model. The work of the Alliance was presented with a Reconciliation and Partnership Award by the Saskatchewan Economic Development Association

and the Sask First Nations Economic Development Network. Membership is open to any individual, agency, municipality, First Nation or member of the private sector that is looking to work together to support the region's business climate and encourage investment across all jurisdictions.

THE RIGHT TOOL FOR THE JOB SAVES THOUSANDS IN EXCAVATION COSTS

The discovery of a tool to repair curb stops without excavation resulted in significant savings for the Water and Sewer division in 2019. The roll-out of new water meters for the entire City in 2019 meant a greater number of properties would likely require water shut off at the curb stop to accommodate the change. Depending on the condition of the meters and curb stops, this would ultimately mean curb stop repairs. Anticipating a spike in demand for the services of the Water and Sewer Crew, the division researched options finding a unique solution. The conventional repair of a curb stop includes excavation, pavement, concrete, and possibly landscaping work which costs \$4,500 per curb stop on average. The tool acquired by the department helped in repairing almost 70 out of the 95



curb stops saving the City \$231,413 in expenses and saving residents the disruption of excavation and wait times involved in the repair and restoration of the concrete and landscaping.

GIS TEAM PRESENTED **AWARD OF EXCELLENCE**



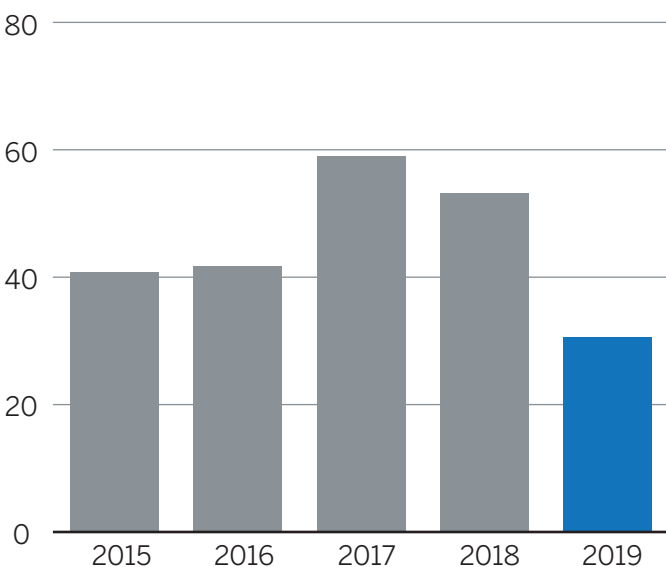
The City's IT Division was selected as the recipient of the Award of Excellence from Esri Canada for the implementation of a cloud based GIS system in 2019. The unique approach opened the system to all employees rather than just highly trained technicians making it flexible, cost-effective and user-friendly. Role-based access unlocks data and functionality for employees to view and edit, eliminating hardware costs and reducing the need for specially trained employees.

Economic Highlights Development

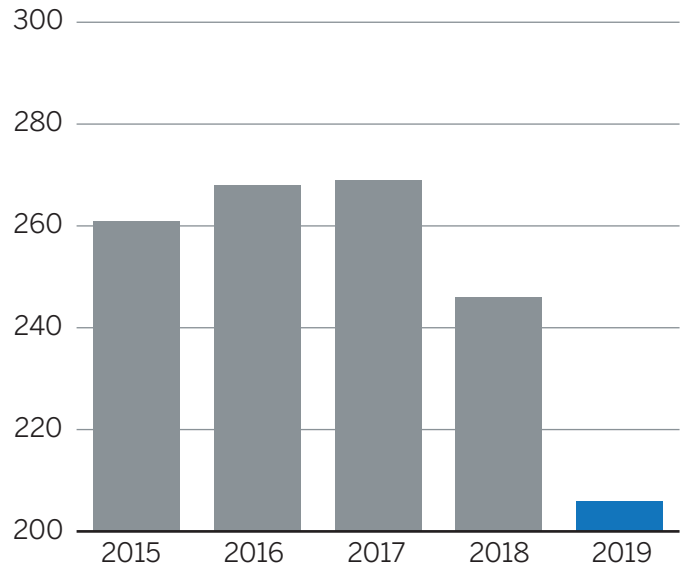
BUILDING PERMITS: TYPE AND CONSTRUCTION VALUE

	2015	2016	2017	2018	2019
Residential Single Family	\$ 11,828,165	\$ 11,952,000	\$ 8,756,500	\$ 7,960,000	\$ 4,467,000
Multi-Family	5,157,000	8,727,000	2,046,000	7,700,000	7,932,000
Commercial	10,540,408	7,469,000	26,705,000	17,782,000	7,772,300
Industrial	4,630,000	2,822,000	3,098,000	1,649,000	2,423,100
Institutional & Government	8,600,000	10,743,000	18,337,000	18,039,000	7,942,000
Total	\$ 40,755,573	\$ 41,713,000	\$ 58,942,500	\$ 53,130,000	\$ 30,536,400

CONSTRUCTION VALUE OF PERMITS (\$ MILLIONS)



TOTAL NUMBER OF PERMITS



BUILDING PERMITS: TYPE AND NUMBER OF PERMITS

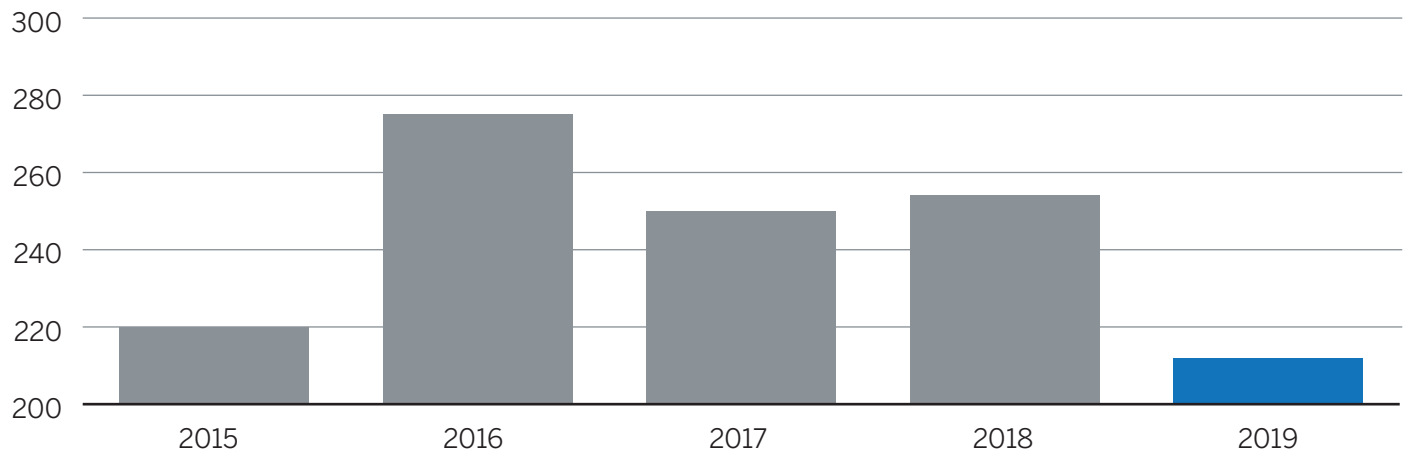
Type	2015	2016	2017	2018	2019
Residential Single Family	109	130	99	85	73
Multi-Family	29	27	11	15	20
Commercial	47	40	71	59	47
Industrial	17	14	32	26	18
Institutional & Government	23	22	27	22	19
Demolitions - Residential	14	13	17	13	15
Other Demolitions	22	22	12	26	14
Total	261	268	269	246	206

Economic Highlights Business

ISSUANCE OF NEW BUSINESS LICENCES

Type	2015	2016	2017	2018	2019
Home Based	78	61	80	61	53
Commercial	57	60	66	82	59
Transient Trader	60	76	81	59	48
Direct Seller	22	76	21	50	49
Mobile Food Vendor	1	0	2	2	3
Group Home / Day Care	2	2	0	0	0
Total	220	275	250	254	212

NEW BUSINESS LICENSE TRENDING



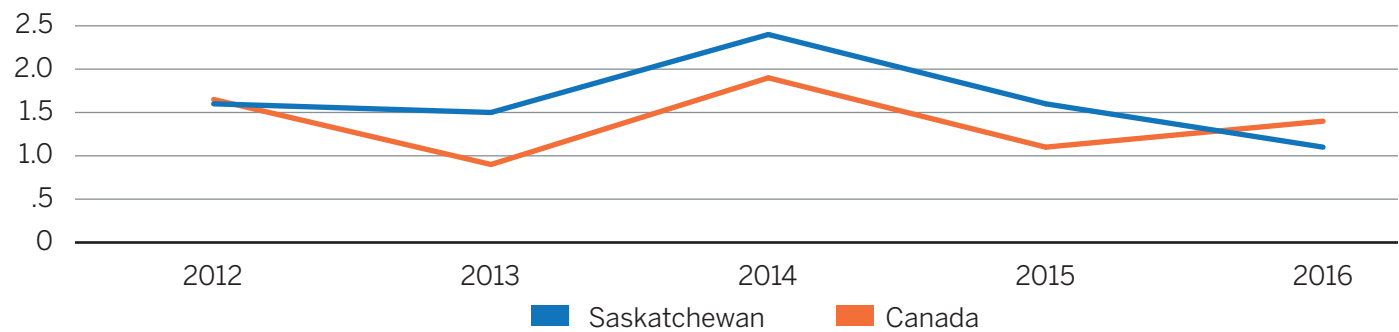
“We received incredible news in late 2019 when it was announced that Prince Albert would receive \$44 million of a \$60 million application for a new Recreation Centre through the Canada Infrastructure Program. The centre will include two 68,000 square foot hockey rinks (which will seat around 800 people each) and a 47,000 square foot aquatic centre.”

Economic Highlights Census Data And Trends

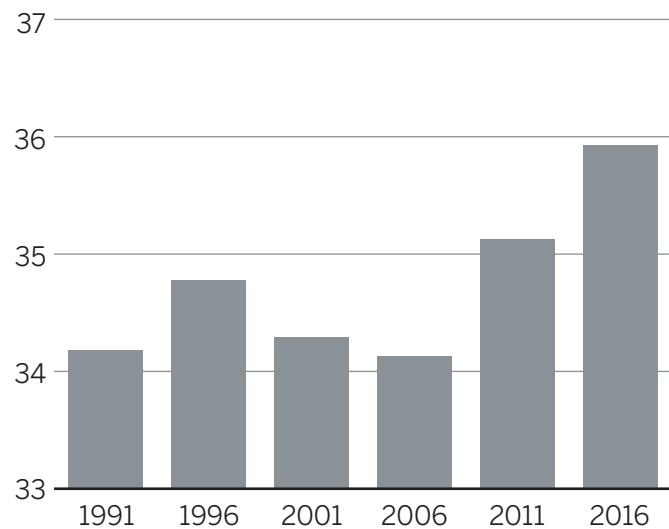
CITY OF PRINCE ALBERT PROFILE FROM STATISTICS CANADA 2011 AND 2016 CENSUS DATA

	2011 Census	2016 Census
Total Private Dwellings	14,779	15,173
Private Dwellings occupied by usual Residents	13,637	13,847
Population density per square kilometer	534.4	533.9
Land Area (square km)	65.74	67.29
Average Age of Population	36.9	37.7
% of the Population aged 15 and over	78.2	78.3
Total Number of occupied private dwellings	13,635	13,850

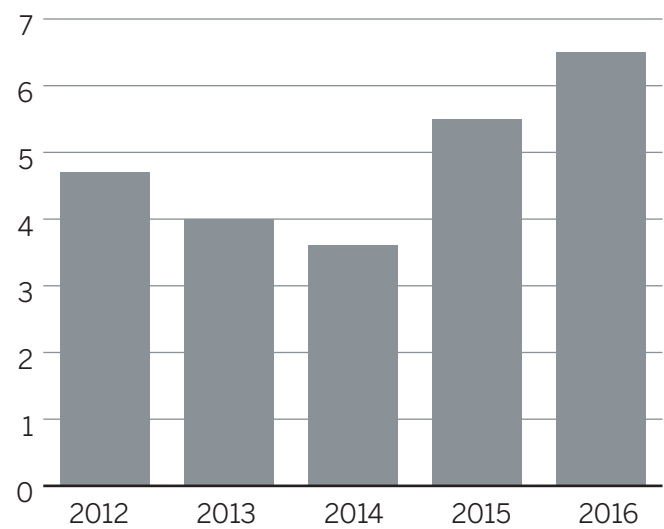
CONSUMER PRICE INDEX (%)



CENSUS POPULATION TRENDING (THOUSANDS)



SASKATCHEWAN UNEMPLOYMENT (%)



POPULATION TRENDING IN CENSUS STATISTICS

Type	1991	1996	2001	2006	2011	2016
Population	34,181	34,777	34,291	34,127	35,129	35,926

Financial Statement Discussion and Analysis



Introduction

The City of Prince Albert's 2019 annual financial report contains the audited consolidated financial statements prepared in accordance with the public sector accounting standards (PSAS), as required by The Cities Act.

OVERVIEW

The City's consolidated financial statements combine the financial results of six main funds and two consolidated entities as follows:

General Fund – contains the majority of the City's operational areas such as police, fire, roadways, transit, community services, planning and development, corporate governance, human resources, finance and assessment.

Water Utility Fund – contains the City's water and waste water treatment operations.

Sanitation Fund – contains the City's solid waste collection, landfill, and recycling program.

The discussion and analysis of the City's 2019 financial statements provides a general overview of activities for the year ended December 31, 2019. The purpose of this discussion is to help users better understand the financial statement information.

Airport Fund – contains the City's municipal airport operations.

Land Fund – contains the City's operations to develop land, which includes lot sales and subdivision development.

Equipment Fund – contains the City's operations to manage and maintain equipment.

The City's consolidated financial statements also include two consolidated entities:

John M. Cuelenaere Public Library Board – 100% consolidation.

North Central Waste Management Corporation – 84.2% consolidation.

KEY FINANCIAL INDICATORS 2019

The consolidated statement of financial position shows net financial debt of \$15.8 million, which is an increase of \$2.7 million from 2018.

The consolidated statement of operations and accumulated surplus shows an excess of revenue over expenses before capital transactions of \$2.4 million compared to \$3.5 million in 2018.

The accumulated surplus for 2019 is \$348.8 million, which increased \$6.4 million from 2018, which was \$342.3 million.

Revenue in 2019 was \$93.4 million, which was \$2.2 million lower than 2018 which was \$95.6 million. This decrease is as follows:

- Property taxation revenue – \$2.3 million increase
- User charges and fees – \$2.2 million decrease
- Operating grants and donations – \$0.5 million decrease
- Grants in lieu of taxes – \$1.0 million decrease
- Land sales – \$0.3 million decrease
- Sundry – \$0.4 million decrease

The City's 2019 reserve balance was \$17.3 million, which was an increase of \$2.1 million compared to the 2018 balance of \$15.2 million.

See audited financial statements for more details.



Consolidated Statement of Operations and Accumulated Surplus

A summarized consolidated statement of operations for the past 5 (five) years is reflected in Table 1 below. A review of the operational revenue and expenses over 5 (five) years indicates that the City's revenue and expenses decreased each year since 2016.

2019 is the third consecutive year where there was a decrease in revenue.

Expenses decreased \$1.1 million and the revenue decreased \$2.2 million compared to prior year.

TABLE 1 FIVE YEAR STATEMENT OF OPERATIONS

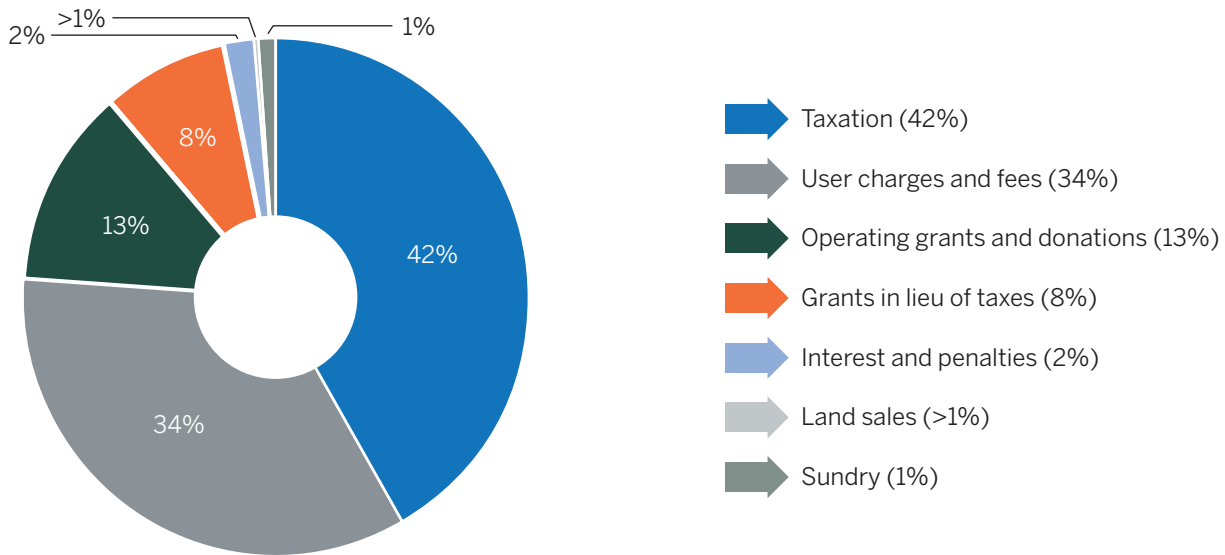
	2019	2018	2017	2016	2015
Total revenue	\$ 93,359,273	\$ 95,565,587	\$ 97,705,317	\$ 105,928,644	\$ 93,789,379
Total expenses	90,945,964	92,043,602	93,382,857	98,145,765	89,196,004
Excess of revenue over expenses before capital	\$ 2,413,309	\$ 3,521,985	\$ 4,322,460	\$ 7,782,879	\$ 4,593,375
Capital and interfund transactions	4,038,292	8,895,684	4,495,483	4,751,046	9,301,112
Excess of revenue over expenses	\$ 6,451,601	\$ 12,417,669	\$ 8,817,943	\$ 12,533,925	\$ 13,894,488

Revenue

Total consolidated revenue decreased by \$2.2 million from 2018. The decrease was from user charges and fees, grants in lieu of taxes, and lack of land sales due to a continuing slump in the provincial economy.

The main sources of revenue were taxation, user charges and fees, and operating grants and donations as reflected in Table 2.

TABLE 2 SUMMARY OF OPERATIONAL REVENUE



REVENUE IN COMPARISON TO BUDGET

In 2019, consolidated operating revenue exceeded the amount budgeted by \$1.2 million. Revenue totaled \$93.3 million compared to budget of \$92.1 million and can be summarized as:

- Property taxes – \$39.3 million
- User charges and fees – \$32.1 million (\$17.8 million Water Utility)
- Operating grants and donations – \$11.9 million
- Grants in lieu of taxes – \$7.6 million
- Interest and penalties – \$1.6 million
- Sundry – \$0.8 million

REVENUE OBSERVATIONS

Property taxation revenue increased \$2.27 million which slightly exceeded the budget expectation of \$39.3 million;

User charges and fees revenue was \$32.15 million which met the budget expectation of \$32.18 million;

Interest and penalties revenue was \$0.15 million greater than budget. This category includes parking ticket revenue, enforcement parking ticket revenue, interest earned on bank accounts, and other interest and penalties;

Land sales continued to drop due to economic slowdown. Only one property was sold for \$10 thousand in 2019; and

Sundry income was slightly greater than budget. The increase in sundry income includes custom work reimbursements of \$90 thousand, and custom work of \$0.20 million in water utility.

Table 3 below provides a summary of the total revenue over the last 5 (five) years.

TABLE 3 FIVE YEAR SUMMARY OF OPERATIONAL REVENUE

	2019	2018	2017	2016	2015
Taxation	\$ 39,334,346	\$ 37,062,477	\$ 35,957,196	\$ 35,982,078	\$ 35,183,415
User charges and fees	32,150,506	34,388,404	36,039,110	34,881,249	33,236,748
Operating grants and donations	11,867,346	12,403,154	12,624,075	21,909,033	11,571,914
Grants in lieu of taxes	7,613,820	8,581,934	8,284,942	9,477,868	10,228,433
Interest and penalties	1,594,157	1,601,357	1,261,973	1,067,496	2,239,766
Land sales	10,500	296,601	2,024,297	796,659	342,489
Sundry	788,598	1,231,660	1,513,724	1,814,261	986,614
Total revenue	\$ 93,359,273	\$ 95,565,587	\$ 97,705,317	\$ 105,928,644	\$ 93,789,379

TAXABLE ASSESSMENT AND PROPERTY TAXATION

The City of Prince Albert receives revenue from a variety of sources with property taxes being the largest. The property tax levy is used to balance the City's current year operating budget based on services provided in the year.

The City of Prince Albert operations provide the following services:

- Police services
- Fire services
- Recreation and leisure services
- Water and sewer
- Snow plowing and removal
- Roadways maintenance and public transportation
- John M. Cuelenaere Library
- Planning and development
- Waste Collection and Sanitation

Tax revenue generally increases with property development and tax rate increases.

The City Assessor determines assessed value for properties as per provincial legislation provided by the Saskatchewan Assessment Management Agency (SAMA). The Provincial Government establishes policy, such as property classes, percentage of value, and statutory exemptions. Annually, City Council determines the mill rate based on operating needs. The City then multiplies the taxable assessment values by the total mill rate to produce the property tax levies.

$$\begin{array}{ccccccc} \text{ASSESSED} & & \text{PERCENTAGE} & & \text{MILL RATE} & & \\ \text{VALUE} & \times & \text{OF VALUE} & \times & \text{(COUNCIL)} & = & \text{TAXES} \\ \text{(ASSESSOR)} & & \text{(PROVINCE)} & & & & \\ & & & & & & \end{array}$$

The City of Prince Albert's taxation revenue is from municipal tax, library, civic facilities, snow management and infrastructure, and roadway levies.

Table 4 below summarizes the total taxable assessed value for all properties within the City of Prince Albert over the last 5 (five) years:

Tax revenue is comprised of total taxes invoiced, including supplemental levies, surcharges, discounts and abatements for the year. The following graph outlines this revenue over the last five (5) years.

TABLE 4 FIVE YEAR SUMMARY OF TAXABLE ASSESSMENT (BILLIONS)

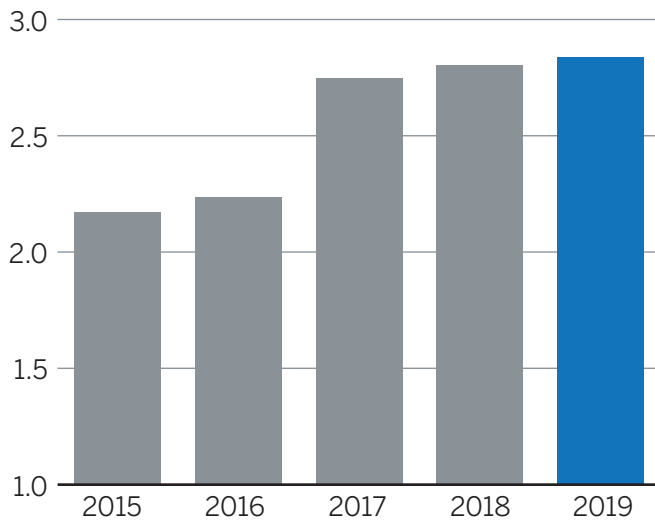
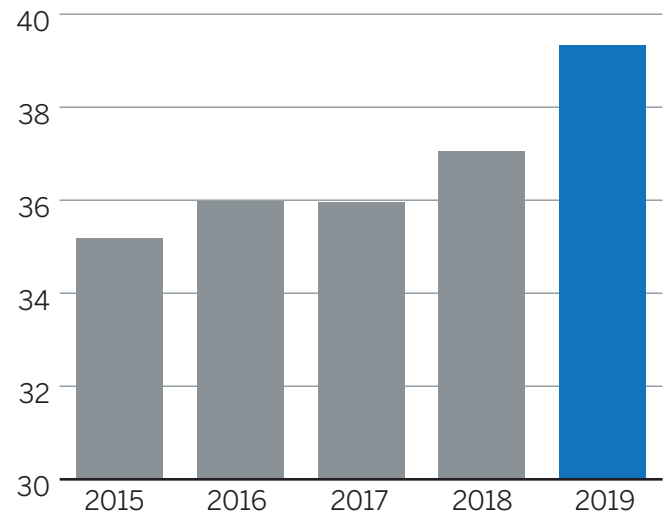


TABLE 5 FIVE YEAR SUMMARY OF PROPERTY TAX REVENUE (MILLIONS)



FIVE YEAR SUMMARY OF TAX REVENUE AND ARREARS

Table 6 reflects the taxation revenue, tax arrears and percentage of revenue for the past 5 (five) years.

TABLE 6 FIVE YEAR SUMMARY OF TAX REVENUE AND ARREARS

	2019	2018	2017	2016	2015
Taxation revenue	\$ 39,334,346	\$ 37,062,477	\$ 35,957,196	\$ 35,982,078	\$ 35,183,415
Capita per census*	35,926	35,926	35,926	35,926	35,129
Taxation revenue per capita	\$ 1,095	\$ 1,032	\$ 1,001	\$ 1,002	\$ 1,002
Tax arrears at end of year	\$ 3,579,394	\$ 3,022,503	\$ 2,848,906	\$ 3,447,790	\$ 3,092,722
Tax arrears as a % of taxation revenue	9%	8%	8%	10%	9%
Taxation as a % of general operating revenue	42%	39%	37%	34%	38%

* data taken from Statistics Canada website

Expenses

In 2019 the total consolidated operating expenses were \$90.9 million which included:

- Salaries, wages and benefits \$50.0 million
- Amortization \$13.1 million
- Maintenance, materials, and supplies \$10.6 million
- Contracted and general services \$6.5 million
- Utilities \$3.9 million
- City fleet costs \$2.7 million
- Grants and donations \$1.6 million
- Council remuneration \$0.4 million
- Other expenses including financial charges, interest on long term debt, insurance and bad debt expense \$2.1 million

EXPENSE OBSERVATIONS

Salaries wages and benefits were \$1.8 million greater than budget in 2019. The majority of this difference is the salaries for John M. Cuelenaere Library which are not included in the budget. Library salaries are budgeted when setting the library levy.

Contracted services were \$0.8 million greater than budget.

Maintenance, materials and supplies were \$2.1 million over budget.

The consolidated entities had \$0.9 million in maintenance and materials expenses which are not in the City budget numbers.

Public works was \$0.5 million over budget.

Community services was \$0.7 million over budget.

Bad debt expense was \$0.2 million greater than budget due to auditors' recommendation to increase the allowance for doubtful accounts.



TABLE 7 2019 CONSOLIDATED EXPENSES BY TYPE

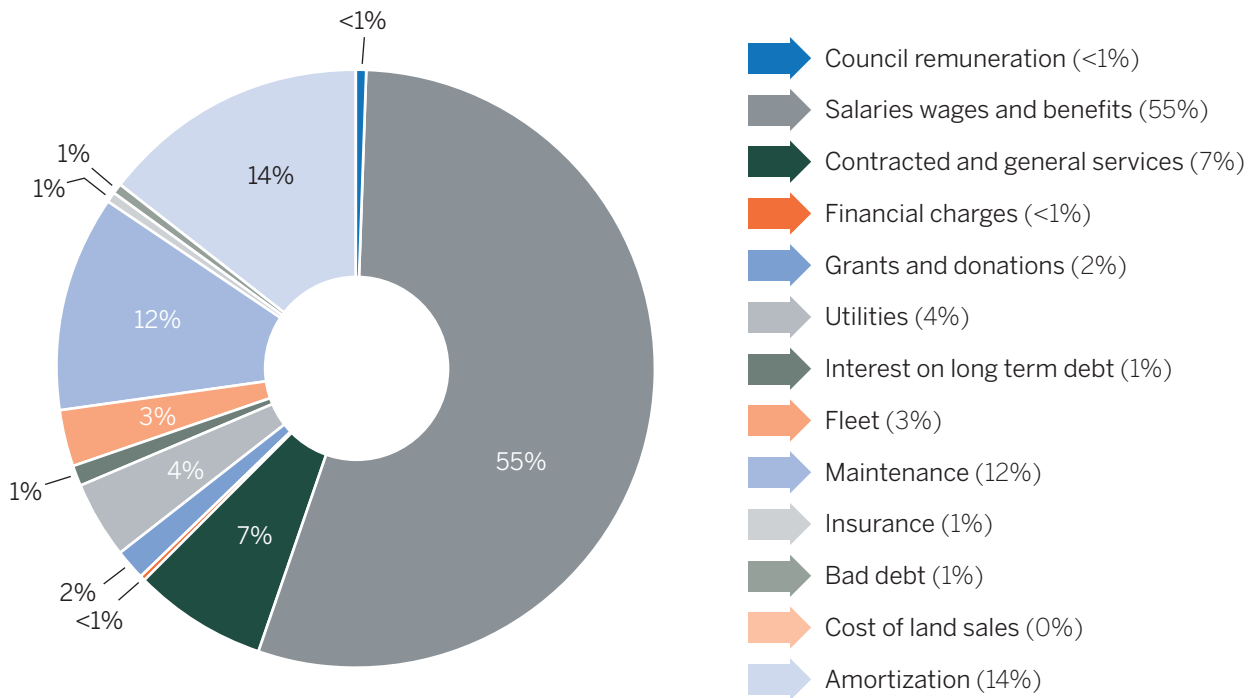
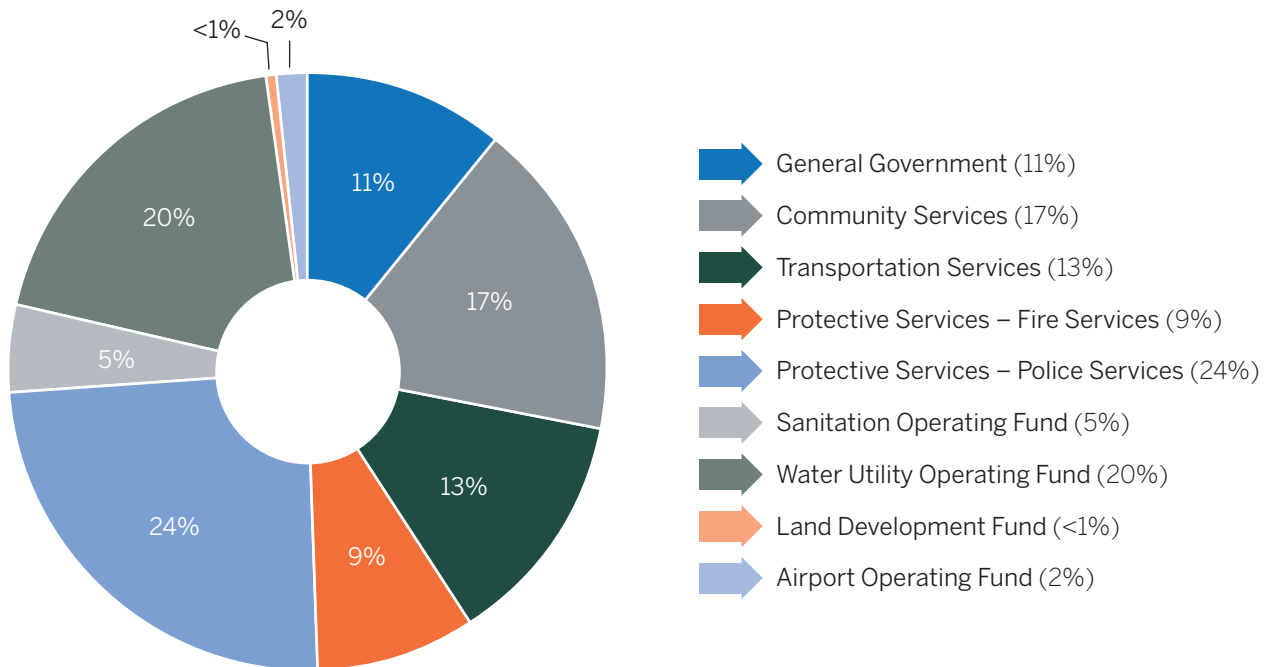


TABLE 8 2019 CONSOLIDATED EXPENSES BY FUNCTIONAL AREA



FIVE-YEAR SUMMARIES OF CONSOLIDATED EXPENSES

Table 9 and 10 provide summaries of the total expenses over the last 5 (five) years.

TABLE 9 FIVE YEAR SUMMARY OF CONSOLIDATED EXPENSES BY TYPE

	2019	2018	2017	2016	2015
Council remuneration	\$ 422,417	\$ 376,397	\$ 359,001	\$ 340,583	\$ 355,779
Salaries wages and benefits	49,974,977	51,650,294	52,935,986	51,242,125	48,311,266
Contracted and general services	6,510,901	5,704,484	6,904,013	8,459,110	6,397,496
Financial charges	150,619	167,697	124,419	97,902	57,041
Grants and donations	1,558,725	2,193,829	1,281,134	781,392	2,280,414
Utilities	3,897,521	3,878,820	3,709,629	3,503,726	3,526,318
Interest on long term debt	938,947	901,193	340,100	486,858	542,632
Fleet	2,745,624	2,836,042	2,643,282	2,534,480	2,466,718
Maintenance materials and supplies	10,595,592	10,393,851	11,434,680	19,014,799	9,812,668
Insurance	541,304	528,064	479,718	517,065	548,567
Bad debt	455,344	521,049	1,099,598	(315,465)	3,861,198
Cost of land sales	0	17,114	122,333	85,975	19,353
Amortization	13,153,993	12,874,768	11,948,964	11,397,215	11,016,554
Total Expenses	\$ 90,945,964	\$ 92,043,602	\$ 93,382,857	\$ 98,145,765	\$ 89,196,004

TABLE 10 FIVE YEAR SUMMARY OF CONSOLIDATED EXPENSES BY FUNCTIONAL AREA

	2019	2018	2017	2016	2015
General Fund					
General government	\$ 9,835,101	\$ 10,117,123	\$ 11,189,100	\$ 9,932,198	\$ 13,102,420
Community services	15,764,286	14,720,009	13,937,455	14,042,351	14,314,709
Transportation services	11,456,044	11,454,333	11,113,831	10,346,701	9,729,617
Protective services – ECC		3,645,697	5,737,641	5,783,065	4,614,626
Protective services – Fire services	7,971,848	7,823,717	7,595,153	7,099,205	7,196,084
Protective services – Police services	21,959,390	21,478,892	20,509,861	19,176,385	18,860,493
Sanitation Fund	4,388,608	4,170,707	4,207,890	4,068,078	3,219,816
Water Utility Fund	17,925,886	16,661,290	16,889,326	25,502,705	15,717,550
Land Development Fund	231,544	435,052	405,942	664,406	765,952
Airport Fund	1,440,503	1,402,965	1,300,139	1,440,206	1,532,341
Consolidated entities	(27,246)	133,817	496,519	90,465	142,397
	\$ 90,945,964	\$ 92,043,602	\$ 93,382,857	\$ 98,145,765	\$ 89,196,005

Financial Position

TABLE 11 FIVE YEAR SUMMARY OF CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	2019	2018	2017	2016	2015
Financial Assets	\$ 26,767,374	\$ 31,386,693	\$ 45,308,419	28,286,842	29,870,744
Liabilities	(42,605,869)	(44,553,140)	(51,671,585)	(30,129,425)	(33,755,240)
Net Financial Debt	(15,838,495)	(13,166,447)	(6,363,166)	(1,842,583)	(3,884,496)
Non-Financial Assets	364,643,681	355,520,032	336,299,082	322,960,556	314,140,732
Accumulated Surplus	\$ 348,805,186	\$ 342,353,585	\$ 329,935,916	\$ 321,117,973	\$ 310,256,236

Financial assets are comprised of \$13.6 million in cash, \$3.6 million in taxes receivable and \$9.3 million in accounts receivable.

Liabilities include accounts payable and accrued liabilities \$6.2 million, wages and benefits payable of \$3.8 million, deposits and deferred revenue of \$6.3 million, long term debt \$22.1 million, and vested sick leave \$3.7 million.

Non-financial assets include tax title lands, prepaid expenses, supplies inventory, land available for sale, and capital assets. The City has \$349.5 million in tangible capital assets and \$7.6 million in work in progress capital assets.

Total consolidated accumulated surplus increased \$6.4 million in 2019, a change in accumulated surplus results from changes in both financial assets and non-financial assets.

Capital Assets

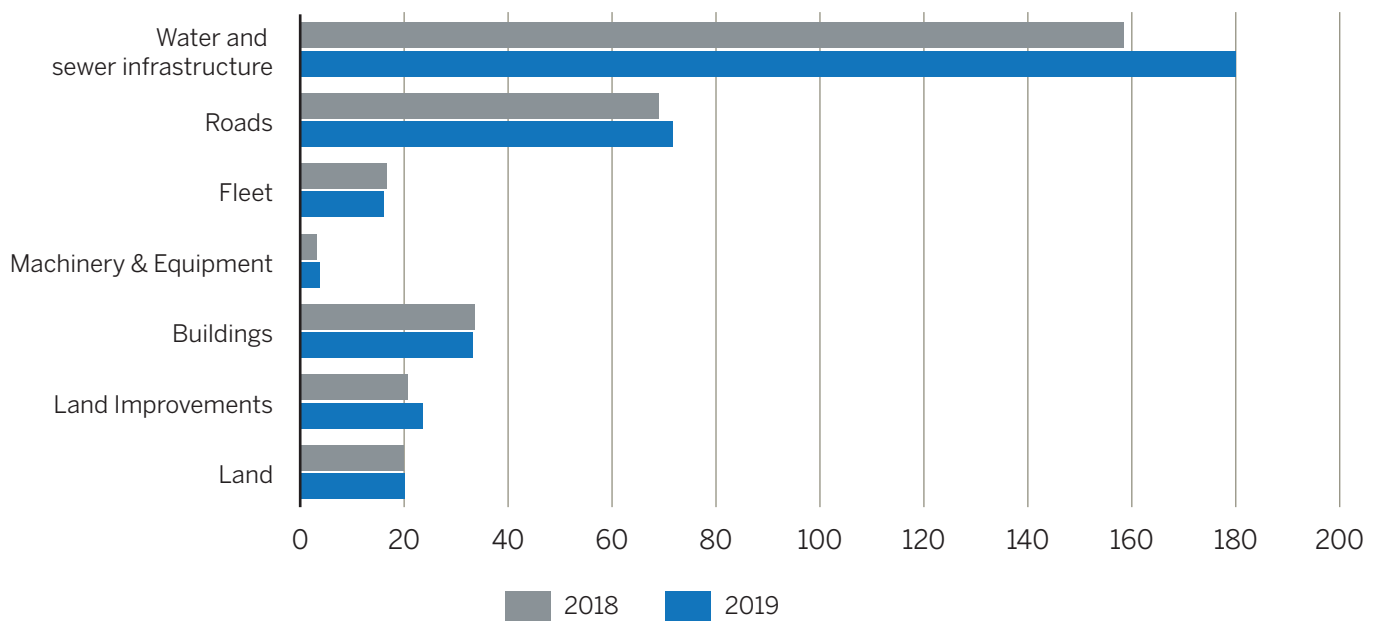
TANGIBLE CAPITAL ASSETS

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets is amortized on a straight-line basis over the assets estimated useful lives, ranging from five to 100 years.

The City's total net book value of tangible capital assets rose by \$26.6 million from \$322.9 million in 2018 to \$349.5 million in 2019.

The largest asset category is for water, sanitation, and storm sewer infrastructure with a net book value of \$179.9 million followed by roadways with a net book value of \$71.8 million. Table 12 reflects the net book value of the tangible capital assets in 2019 in comparison to 2018.

TABLE 12 TANGIBLE CAPITAL ASSETS BY CATEGORY (\$ millions)



FIVE YEAR SUMMARY OF CAPITAL ADDITIONS

Table 13 reflects the capital additions over the past 5 (five) years in each fund. Included in the table are the work in progress balances. Work in progress is comprised of tangible capital assets that have not yet been put into service because they are still being

constructed or not ready for use. In the year that the asset is ready for service, the asset is reallocated to tangible capital assets.

Table 13 shows tangible capital assets additions and the change in work in progress.

TABLE 13 FIVE YEAR SUMMARY OF CAPITAL ADDITIONS AND WORK IN PROCESS

	2019	2018	2017	2016	2015
Tangible Capital Asset Additions					
General Fund	\$ 13,209,733	\$ 12,545,729	\$ 12,386,975	\$ 12,435,918	\$ 15,694,393
Water Fund	998,107	998,877	939,938	9,507,520	4,976,650
Sanitation Fund	25,950,688	9,813,888	6,322,254	2,241,166	57,623
Airport Fund	322,735	72,533	870,455	39,552	329,626
Consolidated Entities	263,584	269,719	86,477	124,468	158,353
	\$ 40,744,847	\$ 23,700,746	\$ 20,606,099	\$ 24,348,624	\$ 21,216,645
Work in Process					
Balance at start of year	\$ 24,953,111	\$ 16,053,987	\$ 11,594,084	\$ 14,442,101	\$ 10,380,310
Projects completed and transferred	(24,437,854)	(4,554,138)	(2,210,339)	(5,119,743)	(232,571)
Projects started and not completed	7,043,864	13,453,262	6,670,242	2,271,726	4,294,362
	\$ 7,559,121	\$ 24,953,111	\$ 16,053,987	\$ 11,594,084	\$ 14,442,101
Balance at end of year	\$ 7,559,121	\$ 24,953,111	\$ 16,053,987	\$ 11,594,084	\$ 14,442,101

Long-Term Debt

The financing of capital projects comes from various sources including operating revenue, user fees and

charges, development levies, transfers from reserves, external funding, and long term debt.

TABLE 14

Lender	Loan Balance at December 31, 2019	Loan Rate	Annual Cash Payments	Purpose of Loan	Expiry
Royal Bank of Canada (RBC)	\$2,105,000	3.40%	\$302,800	Purchase of seven fully accessible transit buses	Loan is scheduled to be repaid by December 2042
Royal Bank of Canada (RBC)	\$2,094,000	3.40%	\$132,000	Irrigation at the Cooke Municipal Golf Course	Loan is scheduled to be repaid by December 2042
Royal Bank of Canada (RBC)	\$1,859,000	3.40%	\$267,200	Development in the West Hill area and is paid by property taxes (10%) and land sales (90%).	Loan is scheduled to be repaid by December 2042
Royal Bank of Canada (RBC)	\$6,634,000	3.40%	\$417,200	Construction of a 15 million litre water reservoir on River Street and is paid by water and sewer rates	Loan is scheduled to be repaid by December 2042
Royal Bank of Canada (RBC)	\$6,207,000	3.40%	\$390,400	Upgrades to the zone 2 water reservoirs on 2nd Avenue West and Marquis Road and is paid for by water and sewer user charges and fees	Loan is scheduled to be repaid by December 2042
Canadian Housing and Mortgage Corporation (CMHC)	\$3,200,534	3.98%	\$718,523	Upgrades at the water treatment plant and is paid for by water and sewer user charges and fees	Loan is scheduled to be repaid by September 2024
Total	\$22,099,534				

Table 15 lists the loan balances by fund over the last 5 (five) years.

TABLE 15 FIVE YEAR LONG-TERM DEBT BY FUND

	2019	2018	2017	2016	2015
General Fund	\$ 4,384,900	\$ 4,694,300	\$ 5,616,566	\$ 692,023	\$ 903,493
Water Utility Fund	16,041,534	16,970,049	18,691,299	6,440,065	7,677,782
Land Fund	1,673,100	1,856,700	4,164,703	2,500,853	2,861,563
Total Long-Term Debt	\$ 22,099,534	\$ 23,521,049	\$ 28,472,568	\$ 9,632,941	\$ 11,442,838

The funding of capital projects varies from year to year. The City's current debt level is \$22.1 million or \$615 per capita, down from \$655 per capita in 2018 (based on census). The City's borrowing limit is \$55 million.

Funding can come from reserves, internal financing, or external borrowing. The majority of debt servicing is paid from an allocation of user charges and fees and is included in the capital budget.

TABLE 16 FIVE YEAR PER CAPITA LONG TERM DEBT

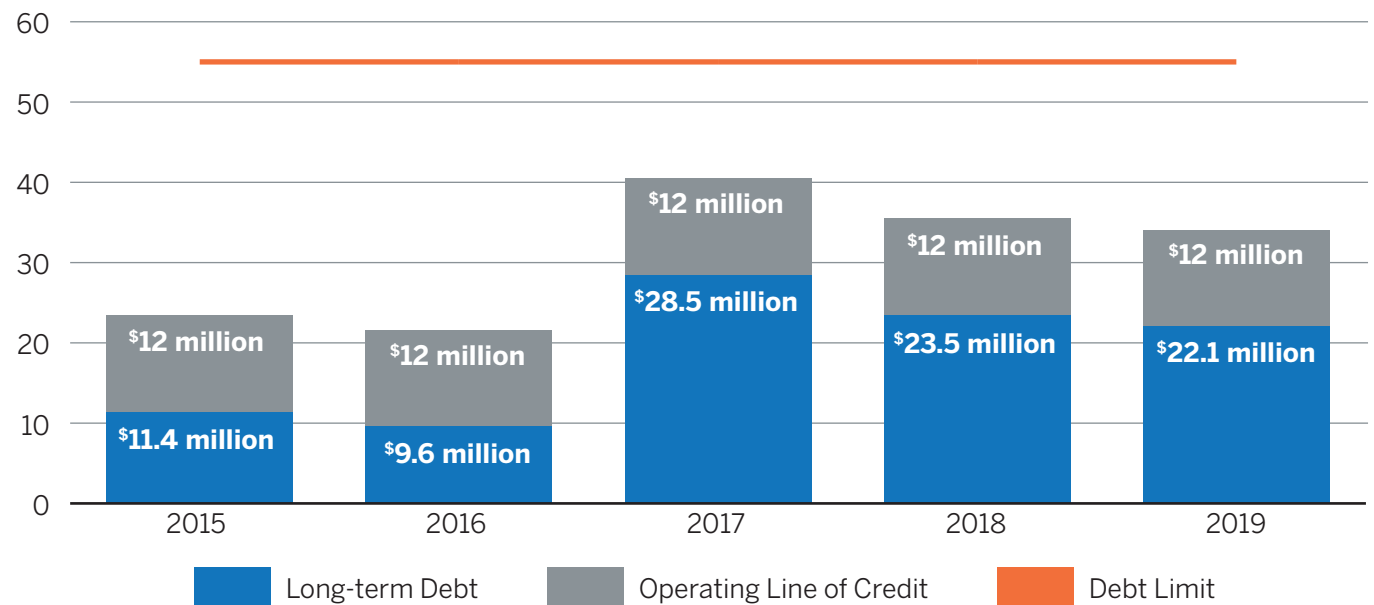
	2019	2018	2017	2016	2015
Long-term Debt	\$ 22,099,534	\$ 23,521,049	\$ 28,472,568	\$ 9,632,941	\$ 11,442,838
Capita per Census *	35,926	35,926	35,926	35,926	35,129
Debt per Capita	615	655	793	268	326
Interest on Long Term Debt	938,947	901,193	340,100	486,858	542,632
Interest per Capita	26	25	9	14	15

* data taken from Statistics Canada website

Table 17 below reflects the level of debt over the last 5 (five) years in comparison to the approved debt limit.

The City has a \$12 million operating line of credit, at year end the balance owing on the line of credit was \$0.

TABLE 17 AVAILABLE GROSS EXTERNAL DEBT (\$ millions)



Reserves

The City has several reserves which are utilized primarily to allocate equity into reserve accounts for future

projects. The City's reserves balance is \$17.3 million at the end of 2019, an increase of \$2.1 million over 2018.

FIVE YEAR SUMMARY OF RESERVES

TABLE 18 FIVE YEAR SUMMARY OF RESERVES

	2019	2018	2017	2016	2015
Reserves balance	\$ 17,322,038 \$	15,226,152 \$	14,032,718 \$	14,583,431 \$	14,230,976
Capita per census*	35,926	35,926	35,926	35,926	35,129
Reserve balance per capita	\$ 482 \$	424 \$	391 \$	406 \$	405

** data taken from Statistics Canada website*

The reserve balances by fund in 2019 were \$17.1 million in the General Fund, \$0.4 million in the Sanitation Fund,

\$0.7 million in the Water Utility Fund, \$2.6 million in the Airport fund and negative \$3.5 million in the land fund.

Financial Controls and Accountability

Fiscal Management and Accountability is one goal which was identified by City Council and Senior Administration in the 2015-2020 City of Prince Albert Strategic Plan. This Plan guides our actions in order to achieve our vision of Prince Albert. The City strives to align priorities and initiatives while being accountable and transparent when delivering municipal services in an efficient and cost-effective manner.

In 2019 the following highlights were identified:

Customer Service

The review and update of the Customer Service Policy in 2019 ensures consistent service standards and practices.

The Voice Over Internet Protocol (VOIP) phone system provides flexibility, notifications and statistical information regarding number of calls, length of calls, queue waiting times and lost calls.

Statistical information being gathered, such as customer interactions with City employees are helpful to identify day-to-day activity levels which are then analyzed for areas of improvement.

Utilities

Two (2) year project commenced in 2018 to replace all water meters with a system that can provide data for monthly billing, information regarding water usage and alerts for monitoring water for issues such as water leaks. The project continues into 2020, however the COVID-19 situation has provided some challenges. Monthly billing commences in June 2020.

Assessment

2021 is the provincial revaluation year in Saskatchewan. Revaluation occurs every four years. The assessment team has been working diligently to ensure market values of real property for assessment purposes are updated according to legislation. This ensures consistent values of properties across the City.

Technology improvements

WorkForce Management software implementation. This scheduling software electronically gathers data for payroll purposes and will replace the current paper based system in use since the 1960's. The benefits are to reduce errors from manual processing and give employees up to date information. Due to the complexity of the collective agreements, the project will continue into 2020.

Geographical Information System (GIS)

The GIS system continues to be invaluable with the development of the Electronic Land Viewing Information System used by Assessment, Fire Incidents Dashboard, Cemetery Project to manage identified cemetery plots and Ward Map Review to determine ward boundaries. More projects are planned in 2020 such as playground inventory, Flood Plain Modeling, service connections and pipe infrastructure.

Capital Asset Management Plan

The City continues to work towards improving its existing asset management practices. Asset management is an important tool to help municipalities maintain and operate infrastructure in the most effective way so that critical services can be provided to the community and support Municipal decision makers in making informed decisions. Provincial and Federal governments stress the importance for municipalities to implement and/or improve their asset management practices. The City will continue to work toward developing more advanced asset management plans to be eligible for future Provincial and Federal funding.

Consolidated Financial Statements

For the Year Ended December 31, 2019



MANAGEMENT'S RESPONSIBILITY

For the Year Ended December 31, 2019

The municipality's management is responsible for the preparation and presentation of the accompanying consolidated financial statements in accordance with Canadian public sector accounting standards (PSAS). The preparation of the statements necessarily includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgments and estimates by management is required.

In discharging its responsibilities for the integrity and fair presentation of the consolidated financial statements, management designs and maintains the necessary accounting, budget and other related internal controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded, and that financial records are properly maintained to provide reliable information for the preparation of the consolidated financial statements.

The Council is composed of elected officials who are not employees of the municipality. The Council is responsible for overseeing management in the performance of its financial reporting responsibilities. The Council fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with external auditors. The Council is also responsible for the appointment of the municipality's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by Council to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both Council and administration to discuss their audit findings.

June 1, 2020



Jim Toye
City Manager



Cheryl Tkachuk, CPA, CMA
Director of Financial Services

INDEPENDENT AUDITORS' REPORT

For the Year Ended December 31, 2019

To His Worship the Mayor and City Council of the City of Prince Albert:

Opinion

We have audited the consolidated financial statements of City of Prince Albert (the "City"), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statements of operations and accumulated surplus, changes in net financial debt, cash flows and the related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2019, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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 Consolidated Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 Mayor and Council for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City'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 City or to cease operations, or has no realistic alternative but to do so.

Mayor and Council are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated 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 consolidated 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 City'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 City'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 consolidated 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 City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Mayor and Council 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.

Prince Albert, Saskatchewan

June 1, 2020

MNP LLP

Chartered Professional Accountants

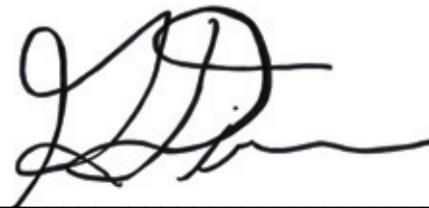
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2019

	<u>2019</u>	<u>2018</u>
FINANCIAL ASSETS		
Cash	\$ 13,580,933	\$ 16,224,082
Temporary investments	213,053	163,128
Taxes receivable	3,579,394	3,022,503
Accounts receivable (Note 2)	9,343,870	11,926,980
Due to trusts	124	-
Long-term investments	<u>50,000</u>	<u>50,000</u>
	<u>26,767,374</u>	<u>31,386,693</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 3)	6,221,650	9,173,020
Wages and employee benefits payable	3,773,038	3,434,973
Deposits and deferred revenue (Note 4)	6,337,304	4,318,848
Due to local school divisions (Note 5)	497,546	484,375
Due to trusts	-	6,496
Long-term debt (Note 6)	22,099,534	23,521,049
Vested sick leave	<u>3,676,797</u>	<u>3,614,379</u>
	<u>42,605,869</u>	<u>44,553,140</u>
NET FINANCIAL DEBT	<u>(15,838,495)</u>	<u>(13,166,447)</u>
NON-FINANCIAL ASSETS		
Property acquired for taxes (Note 7)	857,403	865,480
Prepaid expenses	334,398	995,251
Supplies inventory	1,256,223	1,357,708
Land available for sale	5,098,554	4,429,042
Work in progress (Note 8)	7,559,121	24,953,111
Tangible capital assets (Note 9)	<u>349,537,982</u>	<u>322,919,440</u>
	<u>364,643,681</u>	<u>355,520,032</u>
ACCUMULATED SURPLUS (Note 10)	<u>\$ 348,805,186</u>	<u>\$ 342,353,585</u>

Contingent liabilities and guarantees (Note 14)

Subsequent events (Note 17)



Approved by Mayor and Council

June 1, 2020

See accompanying notes.

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the Year Ended December 31, 2019

	<u>Budget</u>	<u>2019</u>	<u>2018</u>
REVENUE			
Taxation (Note 11)	\$ 39,267,940	\$ 39,334,346	\$ 37,062,477
User charges and fees	32,185,470	32,150,506	34,388,404
Operating grants and donations	10,721,750	11,867,346	12,403,154
Grants-in-lieu-of-taxes (Note 12)	7,589,010	7,613,820	8,581,934
Interest and penalties	1,441,630	1,594,157	1,601,357
Land sales	400,000	10,500	296,601
Sundry	518,550	788,598	1,231,660
	<u>92,124,350</u>	<u>93,359,273</u>	<u>95,565,587</u>
EXPENSES			
General Fund			
General government	12,868,510	9,835,101	10,117,123
Community services	12,456,620	15,764,286	14,720,009
Transportation services	6,774,350	11,456,044	11,454,333
Protective services - Emergency Call Centre	-	-	3,645,697
Protective services - Fire Services	7,571,360	7,971,848	7,823,717
Protective services - Police Services	21,362,950	21,959,390	21,478,892
Sanitation Fund	3,686,070	4,388,608	4,170,707
Water Utility Fund	12,569,220	17,925,886	16,661,290
Land Fund	225,180	231,544	435,052
Airport Fund	889,470	1,440,503	1,402,965
Consolidated entities (Note 1)	-	(27,246)	133,817
	<u>78,403,730</u>	<u>90,945,964</u>	<u>92,043,602</u>
EXCESS OF REVENUE OVER EXPENSES BEFORE CAPITAL TRANSACTIONS	<u>13,720,620</u>	<u>2,413,309</u>	<u>3,521,985</u>
Capital revenue	-	4,567,491	9,268,948
Loss on disposal of tangible capital assets	-	(529,199)	(373,264)
	<u>-</u>	<u>4,038,292</u>	<u>8,895,684</u>
EXCESS OF REVENUE OVER EXPENSES ACCUMULATED SURPLUS, BEGINNING OF YEAR	<u>\$ 13,720,620</u>	<u>6,451,601</u>	<u>12,417,669</u>
		<u>342,353,585</u>	<u>329,935,916</u>
ACCUMULATED SURPLUS, END OF YEAR		<u>\$ 348,805,186</u>	<u>\$ 342,353,585</u>

See accompanying notes.

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL DEBT

For the Year Ended December 31, 2019

	<u>Budget</u>	<u>2019</u>	<u>2018</u>
Excess of revenues over expenses	\$ 13,720,620	\$ 6,451,601	\$ 12,417,669
Changes in tangible capital assets			
Acquisition of tangible capital assets	-	(40,744,847)	(23,700,746)
Acquisition of work in progress	-	17,393,990	(8,899,124)
Amortization of tangible capital assets	-	13,153,993	12,874,769
Proceeds on disposal of tangible capital assets	-	443,112	127,261
Loss on disposal of tangible capital assets	-	529,199	373,265
	<u>-</u>	<u>(9,224,553)</u>	<u>(19,224,575)</u>
Change in non-financial assets			
Change in property acquired for taxes	-	8,077	(87,396)
Change in prepaid expenses	-	660,853	(39,473)
Change in supplies inventory	-	101,485	140,872
Land for sale - developed during the year	-	(669,511)	(27,492)
Land for sale - sold during the year	-	-	17,114
	<u>-</u>	<u>100,904</u>	<u>3,625</u>
DECREASE (INCREASE) NET FINANCIAL DEBT	<u>\$ 13,720,620</u>	<u>(2,672,048)</u>	<u>(6,803,281)</u>
NET FINANCIAL DEBT, BEGINNING OF YEAR		<u>(13,166,447)</u>	<u>(6,363,166)</u>
NET FINANCIAL DEBT, END OF YEAR		<u>\$ (15,838,495)</u>	<u>\$ (13,166,447)</u>

See accompanying notes.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2019

	2019	2018
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenues over expenses	\$ 6,451,601	\$ 12,417,669
Adjusted for non-cash items		
Amortization of tangible capital assets	13,153,993	12,874,769
Loss on disposal of tangible capital assets	529,199	373,265
	<u>20,134,793</u>	<u>25,665,703</u>
Net changes in non-cash working capital		
Taxes receivable	(556,891)	(173,597)
Accounts receivable	2,583,110	2,412,792
Due to trusts	(6,620)	1,923
Accounts payable and accrued liabilities	(2,951,370)	(2,259,313)
Wages and employee benefits payable	338,065	(1,743,168)
Deposits and deferred revenue	2,018,456	1,563,405
Due to local school divisions	13,171	106,283
Vested sick leave	62,418	163,944
Property acquired for taxes	8,077	(87,396)
Prepaid expenses	660,853	(39,473)
Supplies inventory	101,485	140,872
Land available for sale - developments during the year	(669,511)	(27,492)
Land available for sale - sold during the year	-	17,114
	<u>21,736,036</u>	<u>25,741,597</u>
CASH FLOWS USED IN CAPITAL ACTIVITIES		
Acquisition of tangible capital assets (Note 9)	(40,744,847)	(23,700,746)
Proceeds from the disposal of tangible capital assets	443,112	127,261
Development of work in progress (net of transfers)	17,393,990	(8,899,124)
	<u>(22,907,745)</u>	<u>(32,472,609)</u>
CASH FLOWS USED IN FINANCING ACTIVITIES		
Long-term debt repaid	(1,421,515)	(4,951,519)
CASH FLOWS USED IN INVESTING ACTIVITIES		
Long-term investments	-	(50,000)
Temporary investments	(49,925)	(42,778)
	<u>(49,925)</u>	<u>(92,778)</u>
NET DECREASE IN CASH	(2,643,149)	(11,775,309)
CASH, BEGINNING OF YEAR	<u>16,224,082</u>	<u>27,999,391</u>
CASH, END OF YEAR	\$ 13,580,933	\$ 16,224,082

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of The City of Prince Albert (the City) have been prepared by management in accordance with Canadian public sector accounting standards (PSAS) as recommended by the Chartered Professional Accountants of Canada (CPA Canada). Significant aspects of the accounting policies adopted by the City are as follows:

- a) **Fund Accounting and Segmented Information:** The City's consolidated financial statements are prepared in accordance with PSAS 2700, Segment Disclosures. The City's segments are divided into different funds and a description of each is provided below. For Management reporting purposes, the City's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. The two consolidated entities are also segmented. The activities of the City reported by Fund and the Consolidated Entities are included in Schedule 3.

General Fund

The General Fund accounts for the City's general operations and is funded by a variety of sources and is balanced by property tax revenue.

The General Fund accounts for the widest variety of City activities. The costs of policing, fire, emergency services, streets and roads, transit operations, parks, recreation, building maintenance as well as the majority of the administrative costs of the City are shown in the General Fund. Although most areas of service within the General Fund have some revenue that is used to offset the cost of service provided, the majority of the costs in this fund are funded by property tax levy. Within the General Fund, functional areas have been separately disclosed in the segmented information and are reflected in Schedule 5. Those functions are as follows:

General Government including External Agencies

Includes corporate services, administration, taxation, planning and development, financial services, and funding to external agencies.

Protective Services - Police Service

Delivers policing services within the municipality including prevention and protection, criminal investigation, bylaw, patrol, and community policing. The allocation of the Police Services budget is determined by the Board of Police Commissioners.

Protective Services - Fire Services

Provides fire prevention, public fire and safety education and emergency response.

Transportation Services - Public Works

Includes streets and roadways, street lighting, backlanes maintenance, snow management, street sweeping, parking lots, traffic signs, and transit services.

Community Services

Provides sport, recreation, culture and park activities.

Sanitation Fund

The Sanitation Fund accounts for the City's sanitation utility (landfill and recycling) operations and is funded by user fees and sanitation surcharges. The fund is self-sustaining.

Water Utility Fund

The Water Utility Fund accounts for the City's water utility (water and waste water) operations and is funded by user fees. The fund is self-sustaining.

Land Fund

The Land Fund accounts for the development of residential, commercial and industrial properties and is funded by land sales. The Land Fund is self-sustaining.

Airport Fund

The Airport Fund accounts for the operations at the Airport and is funded by user fees and a transfer from general operations.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES (continued from previous page)

Equipment Fund

The Equipment Fund accounts for the operations of the City's equipment and fleet. The fund earns revenue by charging the City's operational areas for the use of equipment and fleet units. The fund is also responsible for the operational costs and maintenance of the equipment and fleet. The net surplus in this fund is transferred to the equipment reserve at year end.

Consolidated Entities

The City of Prince Albert Public Library Board is 100% consolidated and the North Central Saskatchewan Waste Management Corporation is proportionately consolidated. All interfund assets, liabilities, revenues and expenses have been eliminated through consolidation.

- b) Reporting Entities and Basis of Consolidation:** These financial statements consolidate the financial position, operations, changes in net debt and cash flows of the General, Sanitation, Water Utility, Land, and Airport, and Equipment Funds of the City.

The following organization is 100% consolidated based on the City's control of the organization:
The City of Prince Albert Public Library Board

The following organization is a government partnership and is proportionately consolidated:
North Central Saskatchewan Waste Management Corporation (2019 - 84.2%: 2018 - 84.2%)

All interfund assets, liabilities, revenues and expenses have been eliminated through consolidation.

- c) Use of Estimates:** The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount 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 expenditures during the period. Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary.

Significant estimates made by management include revenue recognition, the valuation of allowances for doubtful accounts, amortization of tangible capital assets, employee benefits, closure and post closure costs of the landfill, contaminated sites and vested sick leave, property acquired for taxes, and land available for sale.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the periods in which they become known.

- d) Cash:** Cash consists of cash on hand and balances with banks.
- e) Temporary Investments:** Temporary investments are recorded at cost which approximates their fair value due to their short-term maturity. Temporary investments are in a money market fund, holdings of which may include short-term (one year or less) debt securities, including treasury bills and promissory notes issued or guaranteed by Canadian governments or their agencies, bankers acceptances, asset-backed commercial paper and commercial paper issued by Canadian chartered banks, loan companies, trust companies and corporations.
- f) Deposits and Deferred Revenue:** Deposits and deferred revenue includes monies received in advance for facilities revenue, property taxation, and external funding for capital projects to be completed in future years.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES (continued from previous page)

g) Employee Benefit Plans:

Vested Sick Leave

Previously sick leave was earned by employees through a bi-weekly allotment. Unused sick leave was accumulated and vested with the employee and was paid out upon termination of employment. The benefit vested with the employee after five years continuous service for permanent unionized employees and after five years continuous service for management and ten years for non-permanent Local 882 employees. Payment calculations were limited by 194 days (148 for the Fire Department) of accumulated sick time and a maximum of 30 years of employment. Effective March 2015 the policy for vested sick leave was amended to reflect that new employees who are members of CUPE 160, CUPE 882 and out of scope staff will not accumulate vested sick leave. Any employees employed prior to March 2015 will continue under the previous policy. Fire Services employees hired after August 29th, 2016 will not accumulate vested sick leave. Police Services employees hired after April 10, 2018 will not accumulate vest sick leave.

The value of the vested sick leave reflects the present value of the liability of future employees' earnings.

Defined Benefit Pension Plan

Employees of the City participate in the Municipal Employees Pension Plan ("MEPP"). Contributions to the defined benefit plans are expensed when contributions are made. Under the defined benefit plan, the municipality's obligations are limited to their contributions.

- h) **Property Acquired for Taxes:** Property acquired for taxes is recorded at the lower of carrying amount or net recoverable amount. Impairment losses are not reversed in subsequent years, if net recoverable value subsequently increases.
- i) **Inventories:** Inventories of materials and supplies expected to be used by the municipality are valued at the lower of cost or replacement cost. Inventories of land, materials and supplies held for resale are valued at the lower of cost or net realizable value. Cost is determined by the average cost method. Net realizable value is the estimated selling price in the ordinary course of business.
- j) **Land Available for Sale:** Land available for sale is recorded at the lower of cost to prepare the land for sale and the market value of the land. Costs to prepare the land for sale include leveling, grading and SaskPower and SaskEnergy service connections and is considered available for sale when all the land preparation is completed.

Land available for sale is not reported as financial assets as the properties are typically held as inventory for more than one year.

- k) **Tangible Capital Assets and Work in Progress:** Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Land Improvements	9 to 100 years
Buildings	20 to 100 years
Machinery and Equipment	5 to 15 years
Fleet	5 to 15 years
Roads	10 to 100 years
Water, Sanitary and Storm Sewer Infrastructure	20 to 100 years

One-half of the annual amortization is charged in the year that the asset is put into service and in the year of disposal. Assets under construction are recorded as work in progress and are not amortized until the asset is available for productive use.

Contributed tangible capital assets are recorded at fair market value.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES (continued from previous page)

Government Contributions: Government contributions for the acquisition of capital assets are reported as capital revenue and do not reduce the cost of the related asset.

Works of Art and Other Unrecognized Assets: Assets that have a historical or cultural significance, which include works of art, monuments and other cultural artifacts are not recognized as tangible capital assets because a reasonable estimate of future benefits associated with this property cannot be made. Instead the costs are expensed when the purchase is made.

Capitalization of Interest: The municipality does not capitalize interest incurred while a tangible capital asset is under construction.

The City has recorded \$nil contributed tangible capital assets in the current year. (2018 - \$nil).

- l) Revenue and Expenses Recognition:** Revenues are recorded using the accrual basis of accounting whereby revenues are recognized as they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified. Expenses are accounted for in the period the goods and services are acquired and a liability is incurred or transfers are due.

Property tax revenue is based on assessments determined in accordance with Provincial legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded net of a provision for potential losses on outstanding assessment appeals and uncollected taxes. By their nature, these provisions are subject to measurement uncertainty and the impact on the financial statements of future periods could be material. Penalties on overdue taxes are recorded in the period levied.

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met, and reasonable estimates can be made.

Land sales are recognized in the consolidated financial statements as revenues in the period in which the contract is signed and deposit is received.

- m) Trust Funds:** Funds held in trust for others, under a trust agreement or statute, are not included in the consolidated financial statements as they are not controlled by the municipality. Trust fund activities administered by the municipality are disclosed in Schedule 11.
- n) Budget Information:** Budget information is presented on a basis consistent with that used for actual results. The Water Utility, Sanitation, Land, and Airport budgets were approved by Council on December 10, 2018, and the General Fund budget was approved by Council on January 7, 2019.
- o) New Accounting Standards:** Effective January 1, 2019, the City adopted the following standard to comply with Public Sector Accounting Standards (PSAS). This standard applies to all public sector entities for years beginning on or after April 1, 2018. Adoption of this standard requires all public sector entities to assess information using definitions, criteria and exceptions provided in the standards and apply professional judgement to comply with the disclosure requirements of each standard.
- i) PS 3430 Restructuring Transactions provides guidance on how to account for and report restructuring transactions by transferors and recipients of assets and/or liabilities. The new standard has been adopted on a prospective basis. The adoption of this standard has not resulted in any disclosure change.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES (continued from previous page)

Future Accounting Standards Effective On or After April 1, 2021:

- ii) PS 1201 Financial Statement Presentation replaces PS 1200 with revised general reporting principles and standards of presentation and disclosure in government financial statements. Effective in the period PS 3450 and PS 2601 are adopted.
- iii) PS 2601 Foreign Currency Translation replaces PS 2600 with revised guidance on the recognition, presentation and disclosure of transactions that are denominated in a foreign currency.
- iv) PS 3041 Portfolio Investments replaces PS 3040 with revised guidance on accounting for, and presentation and disclosure of, portfolio investments. Effective in the period PS 3450, PS 2601 and PS 1201 are adopted.
- v) PS 3450 Financial Instruments a new standard establishing guidance on the recognition, measurement, presentation and disclosure of financial instruments, including derivatives.
- vi) PS 3280 Asset Retirement Obligations a new standard establishing guidance on the recognition, measurement, presentation and disclosure of a liability for retirement of a tangible capital asset. As this standard includes solid waste landfill sites active and post-closing obligations upon adoption of this new standard, existing Solid Waste Landfill Closure and Post-Closure Liability section PS 3270 will be withdrawn.

Effective On or After April 1, 2022:

- vii) PS 3400 Revenue a new standard establishing guidance on the recognition, measurement, presentation and disclosure of revenue.

2. ACCOUNTS RECEIVABLE

	2019	2018
Federal Government	179,111	454,781
Provincial Government	407,239	749,186
General Fund	3,720,634	2,757,614
Water Utility Fund	4,418,720	7,372,755
Land Fund	72,996	73,646
Sanitation Fund	344,712	346,433
Airport Fund	137,482	147,354
Consolidated entities	62,976	25,211
	\$ 9,343,870	\$ 11,926,980

Accounts receivable have been reported net of an allowance for doubtful accounts of \$2,813,570 (2018 - \$2,256,946). The allowance has been determined through an annual review of outstanding amounts.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

3. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2019</u>	<u>2018</u>
General Fund	5,634,331	8,605,830
Water Utility Fund	51,326	63,593
Land Fund	1,155	25,826
Sanitation Fund - Landfill closure and post closure (Note 3a)	409,226	368,174
Consolidated entities	125,612	109,597
	<u>\$ 6,221,650</u>	<u>\$ 9,173,020</u>

a) Landfill Closure and Post Closure

Environmental law requires closure and post-closure care of solid waste landfill sites. Closure care includes final covering and landscaping of the landfill and implementation of drainage and gas management plans. Post-closure care requirements include cap maintenance, groundwater monitoring, gas management system operations, inspections and annual reports. The landfill is broken into eight cells. Each cell will be decommissioned individually as the cell reaches capacity. Once the landfill is closed, it is estimated that the total cost of post closure and remaining closure expenditures will be \$2,713,417 on an undiscounted basis.

The calculation of the liability in the amount of \$ 409,226 (2018 - \$368,174) is based on the cumulative capacity used at December 31, 2019, compared to the total estimated landfill capacity at the same date. The estimated total capacity of the site is 3,902,893 cubic meters (2018 - 3,902,893 m³), of which 824,787 cubic meters (2018 - 765,349 m³) or 21% (2018 - 20%) has been used as of December 31, 2019. The existing landfill site is expected to reach capacity in approximately 2046.

4. DEPOSITS AND DEFERRED REVENUE

Deposits and deferred revenue include funds that are externally restricted as follows:

	<u>2018</u>	<u>Increase</u>	<u>Decrease</u>	<u>2019</u>
Gas tax funding	\$ 1,847,636	\$ 3,856,300	\$ 1,117,781	\$ 4,586,155
Prepaid property tax	919,662	314,016	919,662	314,016
Water utility deposits	368,090	184,282	163,963	388,409
Facilities	367,436	684,214	568,603	483,047
Prepaid business licenses	201,950	154,600	201,950	154,600
Saskatchewan Lotteries	100,209	-	5,224	94,985
Urban Connector O&M	93,130	-	93,130	-
Other	53,896	43,905	95,470	2,331
Police	83,062	23,981	66,833	40,210
EA Rawlinson Centre for the Arts	58,843	612,985	612,838	58,990
Custom work and tenders	65,000	6,994	65,000	6,994
Landfill	21,400	1,500	600	22,300
Land Fund	29,000	-	10,000	19,000
Capital	109,534	166,267	109,534	166,267
	<u>\$ 4,318,848</u>	<u>\$ 6,049,044</u>	<u>\$ 4,030,588</u>	<u>\$ 6,337,304</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

5. DUE TO LOCAL SCHOOL DIVISIONS

Amounts owing to each school division are shown net of an allowance for doubtful accounts. The net amounts owing are as follows:

	Public School	Separate School	<u>2019</u>	<u>2018</u>
Taxes payable	\$ 640,746	\$ 191,921	\$ 832,667	\$ 819,497
Allowance for doubtful accounts	<u>(328,331)</u>	<u>(6,790)</u>	<u>(335,121)</u>	<u>(335,122)</u>
	<u>\$ 312,415</u>	<u>\$ 185,131</u>	<u>\$ 497,546</u>	<u>\$ 484,375</u>

6. LONG-TERM DEBT

General Fund	<u>2019</u>	<u>2018</u>
Royal Bank of Canada Ltd., quarterly payments of approximately \$75,700 including interest at 3.40% through an interest rate swap contract, due December 1, 2042, secured by tax levies. (Transit buses)	\$ 2,105,000	\$ 2,336,000
Royal Bank of Canada Ltd., quarterly payments of approximately \$33,000 including interest at 3.40% through an interest rate swap contract, due December 1, 2042, secured by tax levies. (Cooke Municipal Golf Course irrigation system)	2,094,000	2,152,000
Royal Bank of Canada Ltd., quarterly payments of approximately \$66,800 including interest at 3.40% through an interest rate swap contract, due December 1, 2042, secured by tax levies. (West Hill Redevelopment Project)	<u>185,900</u>	<u>206,300</u>
	<u>4,384,900</u>	<u>4,694,300</u>
Water Utility Fund		
Royal Bank of Canada Ltd., quarterly payments of approximately \$104,300 including interest at 3.40% through an interest rate swap contract, due December 1, 2042, secured by tax levies. (New water reservoir)	6,634,000	6,820,000
Royal Bank of Canada Ltd., quarterly payments of approximately \$97,600 including interest at 3.40% through an interest rate swap contract, due December 1, 2042, secured by tax levies. (Reservoir upgrades)	6,207,000	6,381,000
Canada Mortgage and Housing Corporation, annual payments of \$718,523 including interest at 3.98%, due September 1, 2024, secured by water and sewer levies. (Water treatment plant)	<u>3,200,534</u>	<u>3,769,049</u>
	<u>16,041,534</u>	<u>16,970,049</u>
Land Fund		
Royal Bank of Canada Ltd., quarterly payments of approximately \$66,800 including interest at 3.40% through an interest rate swap contract, due December 1, 2042, secured by tax levies. (West Hill Redevelopment Project)	<u>1,673,100</u>	<u>1,856,700</u>
	<u>\$ 22,099,534</u>	<u>\$ 23,521,049</u>
Total Long-Term Debt		

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

6. LONG-TERM DEBT (continued from previous page)

Future principal and interest payments are as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	\$ 1,473,142	\$ 758,759	\$ 2,231,901
2021	1,522,669	704,900	2,227,569
2022	1,578,133	649,172	2,227,305
2023	1,633,571	591,458	2,225,029
2024	1,688,019	534,544	2,222,563
Thereafter	<u>14,204,000</u>	<u>4,398,897</u>	<u>18,602,897</u>
	<u>\$ 22,099,534</u>	<u>\$ 7,637,730</u>	<u>\$ 29,737,264</u>

The regulation under The Cities Act requires that individual long term borrowing bylaws be submitted, reviewed and approved by the Saskatchewan Municipal Board. There is an expectation of those cities that apply to the Saskatchewan Municipal Board for a pre-approved debt limit. The approved debt limit includes all amounts available to the City as a line of credit.

The general bank account is covered by a \$12,000,000 revolving credit line. The interest on the credit line is prime less .75% per year. The credit line is secured by all taxes by the City to the extent of the indebtedness. The balance at December 31, 2019 is \$nil (2018 - \$nil). The Royal Bank of Canada loans are secured by all taxes levied by the City, subordinated to Affinity indebtedness on the line of credit.

As of December 31, 2019 the City has a Saskatchewan Municipal Board approved debt limit of \$55,000,000 (2018 - \$55,000,000)

7. PROPERTY ACQUIRED FOR TAXES

	<u>2019</u>	<u>2018</u>
Tax titled properties	\$ 1,524,729	\$ 1,532,806
Allowance for doubtful recovery	<u>(667,326)</u>	<u>(667,326)</u>
Net recoverable	<u>\$ 857,403</u>	<u>\$ 865,480</u>

Property acquired through tax enforcement is recorded at the amount of outstanding taxes and penalties owing to the City at the date of acquisition, plus any costs to maintain the property until disposal. An allowance for doubtful recovery is calculated annually and is based on the estimated market value of the property.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

8. WORK IN PROGRESS

Work in progress is comprised of tangible capital assets that have not yet been put into service because they are still being constructed or not ready for use. Work in progress is recorded at cost, which includes all amounts directly attributable to the asset. The City does not capitalize interest costs.

In the year that the asset is ready for service, the asset is reallocated to the tangible capital assets and amortized based on the City's capital asset policies. Work in progress is as follows:

	<u>Opening Balance</u>	<u>Capitalized</u>	<u>Additions</u>	<u>Ending Balance</u>
General Fund				
Roads	\$ 1,079,022	\$ (1,002,971)	\$ 47,787	\$ 123,838
Buildings	2,814,567	(2,704,643)	1,290,843	1,400,767
Fire Sub-Station	107,503	-	959,315	1,066,818
	<u>4,001,092</u>	<u>(3,707,614)</u>	<u>2,297,945</u>	<u>2,591,423</u>
 Airport Fund	 <u>35,505</u>	 <u>-</u>	 <u>49,971</u>	 <u>85,476</u>
 Sanitation Fund	 <u>85,375</u>	 <u>(85,375)</u>	 <u>-</u>	 <u>-</u>
 Water Utility Fund				
Water Treatment Plant	12,457,094	(12,456,333)	509,781	510,542
Waste Water Treatment Plant	177,025	(27,732)	86,894	236,187
Water Infrastructure	8,197,020	(8,160,800)	4,099,273	4,135,493
	<u>20,831,139</u>	<u>(20,644,865)</u>	<u>4,695,948</u>	<u>4,882,222</u>
	<u>\$ 24,953,111</u>	<u>\$ (24,437,854)</u>	<u>\$ 7,043,864</u>	<u>\$ 7,559,121</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

9. TANGIBLE CAPITAL ASSETS

For segmented detail, please refer to Schedule 7:

	Opening Balance	Additions	Disposals	Ending Balance
Land	\$ 20,056,545	\$ 70,174	\$ -	\$ 20,126,719
Land Improvements	35,804,185	4,351,227	(260,332)	39,895,080
Buildings	54,758,162	947,345	(643,772)	55,061,735
Machinery and Equipment	7,837,131	1,142,011	(121,106)	8,858,036
Fleet	28,017,450	1,828,515	(864,869)	28,981,096
Roads	119,037,673	6,198,723	(1,683,579)	123,552,817
Water, Sanitary and Storm Sewer Infrastructure	271,726,057	25,943,268	(301,185)	297,368,140
Consolidated entities	1,631,585	263,584	-	1,895,169
	<u>\$ 538,868,788</u>	<u>\$ 40,744,847</u>	<u>\$(3,874,843)</u>	<u>\$ 575,738,793</u>

	Opening Accumulated Amortization	Amortization	Disposals	Closing Accumulated Amortization
Land	\$ -	\$ -	\$ -	\$ -
Land Improvements	(15,075,432)	(1,288,024)	84,554	(16,278,902)
Buildings	(21,163,225)	(1,143,153)	381,288	(21,925,090)
Machinery and Equipment	(4,585,389)	(654,112)	117,118	(5,122,383)
Fleet	(11,345,619)	(2,031,529)	552,423	(12,824,725)
Roads	(49,983,854)	(3,349,410)	1,547,857	(51,785,407)
Water, Sanitary and Storm Sewer Infrastructure	(113,135,328)	(4,510,922)	219,287	(117,426,963)
Consolidated entities	(660,501)	(176,841)	-	(837,341)
	<u>\$(215,949,348)</u>	<u>\$(13,153,991)</u>	<u>\$2,902,527</u>	<u>\$(226,200,811)</u>

	2019 Net Book Value	2018 Net Book Value
Land	\$20,126,719	\$20,056,545
Land Improvements	23,616,178	20,728,753
Buildings	33,136,645	33,594,936
Machinery and Equipment	3,735,653	3,251,743
Fleet	16,156,371	16,671,832
Roads	71,767,410	69,053,818
Water, Sanitary and Storm Sewer Infrastructure	179,941,177	158,590,729
Consolidated entities	1,057,828	971,084
	<u>\$ 349,537,982</u>	<u>\$ 322,919,440</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

10. ACCUMULATED SURPLUS

	<u>2019</u>	<u>2018</u>
General Fund		
Fund Balance (Schedule 8)	\$ 155,034,871	\$ 148,996,191
Reserves (Schedule 9)	<u>17,140,507</u>	<u>15,453,117</u>
	172,175,378	164,449,308
Sanitation Fund		
Fund Balance (Schedule 8)	9,590,348	9,168,742
Reserves (Schedule 9)	<u>363,645</u>	<u>664,625</u>
	9,953,993	9,833,367
Water Utility Fund		
Fund Balance (Schedule 8)	158,583,590	160,343,652
Reserves (Schedule 9)	<u>658,573</u>	<u>385,879</u>
	159,242,163	160,729,531
Land Fund		
Fund Balance (Schedule 8)	(8,672,627)	(8,362,969)
Reserves (Schedule 9)	<u>(3,472,897)</u>	<u>(3,423,921)</u>
	(12,145,524)	(11,786,890)
Airport Fund		
Fund Balance (Schedule 8)	14,810,481	15,133,455
Reserves (Schedule 9)	<u>2,632,210</u>	<u>2,146,455</u>
	17,442,691	17,279,910
Consolidated entities		
Public Library Board (Schedule 8)	1,043,430	737,382
North Central Sask Waste Management (Schedule 8)	<u>1,093,053</u>	<u>1,110,977</u>
	2,136,483	1,848,359
	<u>\$ 348,805,186</u>	<u>\$ 342,353,585</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

11. TAXATION REVENUE

	Budget	2019	2018
General municipal tax - levy	\$ 29,365,800	\$ 29,360,577	\$ 27,412,255
General municipal tax - supplemental	100,000	89,020	42,409
General municipal tax - surcharges	250,000	287,172	294,156
Abatements and adjustments	(100,000)	(182,005)	(203,185)
Discounts on current year taxes	(90,000)	(73,639)	(113,169)
Net Municipal Tax	29,525,800	29,481,125	27,432,466
Penalties on tax arrears	225,000	366,245	375,170
Snow Management and Infrastructure base tax	1,353,590	1,347,447	1,346,026
Roadway base tax	4,235,000	4,218,307	4,211,833
Library levy	1,993,830	2,026,508	1,829,002
Civic facilities levy	1,499,220	1,511,812	1,475,914
Levy - Destination Marketing	299,500	299,500	299,500
Levy - Prince Albert Business Improvement District	78,000	76,803	76,627
Levy - street oiling	58,000	50,952	59,320
Special Levies	9,517,140	9,531,329	9,298,222
Less consolidation eliminations	-	(44,353)	(43,381)
	<u>\$ 39,267,940</u>	<u>\$ 39,334,346</u>	<u>\$ 37,062,477</u>

12. GRANTS-IN-LIEU-OF-TAXES

	Budget	2019	2018
Grants-in-Lieu of Taxes			
Federal	\$ 157,400	\$ 172,496	\$ 177,801
Provincial	2,216,460	2,389,086	2,477,894
First Nations Reserve Lands	489,820	504,846	521,103
Prince Albert Pulp Inc	-	-	481,833
	<u>2,863,680</u>	<u>3,066,428</u>	<u>3,658,631</u>
Franchise Fees			
Sask Power	3,825,330	3,743,039	4,185,003
Sask Energy	900,000	795,136	733,128
TransGas	-	9,217	5,172
	<u>4,725,330</u>	<u>4,547,392</u>	<u>4,923,303</u>
	<u>\$ 7,589,010</u>	<u>\$ 7,613,820</u>	<u>\$ 8,581,934</u>

13. PENSION FUND

Employees of the City participate in MEPP and contributions are a percentage of salary. Police and Firefighters contributed 12.5% of their salary (2018 - 11.35% from January to June and 12.5% from July to December). All other members contributed 9% (2018 - 8.15% from January to June and 9% from July to December). The City matches all the employees' contributions to the plan. Pension expense for the year included in the Salaries, Wages and Benefits expenses is \$3,906,540 (2018 - \$4,142,239).

Based on the latest information available, MEPP had a surplus in the net assets available for benefits of \$2,803,037,000 (2018 - \$2,457,521,000). The City's portion of this is not readily determinable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2019

14. CONTINGENT LIABILITIES AND GUARANTEES

- a) The City is a third party (by way of being a member of MEPP) in a legal proceeding between the Canadian Union of Public Employees (CUPE) and the Municipal Employees Pension Commission (the "Commission"). CUPE alleges that the Commission has inappropriately funded administration fees from the pension plan. The outcome and economic impact of the losses, if any, are currently not determinable and no provision has been made in these consolidated financial statements.
- b) Various other lawsuits and claims are pending by and against the City, however no provisions have been recorded in the consolidated financial statements. It is not expected that the final determination of any pending claims will materially affect the consolidated financial position of the City.
- c) The City is responsible for the remediation of contaminated sites that are no longer in productive use where the City is responsible or has accepted responsibility for remediation. The following contaminated sites have been identified through the process. However, the City has no ownership, accepts no responsibility for the contamination, or the potential remediation costs are not material to the City's overall financial position. Those sites are:
 - i) BioReactor Site - the City is currently in dispute with the Province of Saskatchewan surrounding the responsibility for remediating the contamination found at that site. A resolution to the ongoing costs to monitor the site and responsibility for the cleanup is ongoing.
 - ii) City Snow Dump - the City's snow dump does present some contamination due to the chlorides present in the snow as a result of the salt put down during the winter months. Should any contamination be found at the snow dump, it can be managed with very little remediation needed.

15. CONTRACTUAL OBLIGATIONS

As of December 2018, the City entered into an agreement with Iconix Water Products for the installation of replacement meters. Total costs of the Water Meter Replacement Program are estimated to be \$4,741,500, of which \$4,102,874 has been incurred as of December 31, 2019. The anticipated completion date is June 2020.

16. COMPARATIVE FIGURES

Certain of the prior year's figures have been reclassified to conform to the current year's presentation.

17. SUBSEQUENT EVENT

Subsequent to year-end, there was a global outbreak of COVID-19 (coronavirus), which has had a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders. At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the City, as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION SEGMENTED BY FUND

Schedule 1 As at December 31, 2019

	GENERAL FUND	SANITATION FUND	WATER UTILITY FUND	LAND FUND	AIRPORT FUND
FINANCIAL ASSETS					
Cash	\$ 12,336,567	\$ -	\$ -	\$ -	\$ 397,583
Temporary investments	-	-	-	-	-
Taxes receivable	3,579,394	-	-	-	-
Accounts receivable	4,306,984	344,712	4,418,720	72,996	137,482
Due to trusts	124	-	-	-	-
	<u>20,223,069</u>	<u>344,712</u>	<u>4,418,720</u>	<u>72,996</u>	<u>535,065</u>
LIABILITIES					
Accounts payable and accrued liabilities	5,634,331	409,226	51,326	1,155	-
Wages and employee benefits payable	3,454,394	45,635	253,791	-	19,218
Deposits and deferred revenue	5,907,595	22,300	388,409	19,000	-
Due to local school divisions	497,546	-	-	-	-
Long-term debt	4,384,900	-	16,041,534	1,673,100	-
Vested sick leave	3,262,615	80,108	322,183	-	11,892
	<u>23,141,381</u>	<u>557,269</u>	<u>17,057,243</u>	<u>1,693,255</u>	<u>31,110</u>
	<u>(2,918,312)</u>	<u>(212,557)</u>	<u>(12,638,523)</u>	<u>(1,620,259)</u>	<u>503,955</u>
NET FINANCIAL ASSETS					
NON-FINANCIAL ASSETS					
Property acquired for taxes	857,403	-	-	-	-
Prepaid expenses	241,057	-	54,753	7,134	-
Supplies inventory	1,157,288	-	98,935	-	-
Land available for sale	-	-	-	5,098,554	-
Work in progress	2,591,422	-	4,882,223	-	85,477
Tangible Capital Assets	141,247,141	9,570,123	183,973,652	-	13,689,237
Due from (to) other funds	28,999,382	596,427	(17,128,877)	(15,630,953)	3,164,022
	<u>175,093,693</u>	<u>10,166,550</u>	<u>171,880,686</u>	<u>(10,525,265)</u>	<u>16,938,736</u>
ACCUMULATED SURPLUS (DEFICIT)	\$ 172,175,380	\$ 9,953,993	\$ 159,242,163	\$ (12,145,524)	\$ 17,442,691

CONSOLIDATED STATEMENT OF FINANCIAL POSITION SEGMENTED BY FUND

Schedule 1 (continued) As at December 31, 2019

	NORTH CENTRAL		CONSOLIDATION ADJUSTMENTS	TOTAL CONSOLIDATED
	PUBLIC LIBRARY BOARD	SASK WASTE MGMT CORP		
FINANCIAL ASSETS				
Cash	\$ 449,309	\$ 397,475	\$ -	\$ 13,580,933
Temporary investments	213,053	-	-	213,053
Taxes receivable	-	-	-	3,579,394
Accounts receivable	44,818	113,668	(95,511)	9,343,870
Due to trusts	-	-	-	124
Long-term investments	50,000	-	-	50,000
	<u>757,180</u>	<u>511,143</u>	<u>(95,511)</u>	<u>26,767,374</u>
LIABILITIES				
Accounts payable and accrued liabilities	117,986	103,137	(95,511)	6,221,650
Wages and employee benefits payable	-	-	-	3,773,038
Deposits and deferred revenue	-	-	-	6,337,304
Due to local school divisions	-	-	-	497,546
Long-term debt	-	-	-	22,099,534
Vested sick leave	-	-	-	3,676,797
	<u>117,986</u>	<u>103,137</u>	<u>(95,511)</u>	<u>42,605,869</u>
NET FINANCIAL ASSETS (DEBT)	<u>639,194</u>	<u>408,006</u>	<u>-</u>	<u>(15,838,495)</u>
NON-FINANCIAL ASSETS				
Property acquired for taxes	-	-	-	857,403
Prepaid expenses	31,454	-	-	334,398
Supplies inventory	-	-	-	1,256,223
Land available for sale	-	-	-	5,098,554
Work in progress	-	-	-	7,559,121
Tangible Capital Assets	372,782	685,047	-	349,537,982
Due from (to) other funds	-	-	-	-
	<u>404,236</u>	<u>685,047</u>	<u>-</u>	<u>364,643,681</u>
ACCUMULATED SURPLUS	<u>\$ 1,043,430</u>	<u>\$ 1,093,053</u>	<u>\$ -</u>	<u>\$348,805,186</u>

CONSOLIDATED STATEMENT OF FINANCIAL POSITION – PRIOR YEAR SEGMENTED BY FUND

Schedule 2 As at December 31, 2018

	GENERAL FUND	SANITATION FUND	WATER UTILITY FUND	LAND FUND	AIRPORT FUND
FINANCIAL ASSETS					
Cash	\$ 15,107,748	\$ -	\$ -	\$ -	\$ 386,232
Temporary investments	-	-	-	-	-
Taxes receivable	3,022,503	-	-	-	-
Accounts receivable	3,961,585	346,432	7,372,756	73,646	147,354
	<u>22,091,836</u>	<u>346,432</u>	<u>7,372,756</u>	<u>73,646</u>	<u>533,586</u>
LIABILITIES					
Accounts payable and accrued liabilities	8,605,831	368,178	63,592	25,826	-
Wages and employee benefits payable	3,130,245	46,917	236,958	-	20,853
Deposits and deferred revenue	3,825,382	21,400	443,066	29,000	-
Due to local school divisions	484,375	-	-	-	-
Due to Trusts	6,496	-	-	-	-
Long-term debt	4,694,300	-	16,970,049	1,856,700	-
Vested sick leave	3,207,317	73,571	295,023	-	38,468
	<u>23,953,946</u>	<u>510,066</u>	<u>18,008,688</u>	<u>1,911,526</u>	<u>59,321</u>
	<u>(1,862,110)</u>	<u>(163,634)</u>	<u>(10,635,932)</u>	<u>(1,837,880)</u>	<u>474,265</u>
NET FINANCIAL ASSETS (DEBT)					
NON-FINANCIAL ASSETS					
Property acquired for taxes	865,480	-	-	-	-
Prepaid expenses	907,941	-	60,383	8,493	-
Supplies inventory	1,229,991	-	127,717	-	-
Land available for sale	-	-	-	4,429,042	-
Work in progress	4,001,092	85,375	20,831,139	-	35,505
Tangible Capital Assets	135,585,149	9,582,864	162,915,990	-	13,864,353
Due to (from) other funds	23,721,765	328,762	(12,569,766)	(14,386,545)	2,905,784
	<u>166,311,418</u>	<u>9,997,001</u>	<u>171,365,463</u>	<u>(9,949,010)</u>	<u>16,805,642</u>
	<u>\$ 164,449,308</u>	<u>\$ 9,833,367</u>	<u>\$ 160,729,531</u>	<u>\$ (11,786,890)</u>	<u>\$ 17,279,910</u>
ACCUMULATED SURPLUS (DEFICIT)					

CONSOLIDATED STATEMENT OF FINANCIAL POSITION – PRIOR YEAR SEGMENTED BY FUND

Schedule 2 (continued) As at December 31, 2018

	NORTH CENTRAL		CONSOLIDATION ADJUSTMENTS	TOTAL CONSOLIDATED
	PUBLIC LIBRARY BOARD	SASK WASTE MGMT CORP		
FINANCIAL ASSETS				
Cash	\$ 351,370	\$ 378,732	\$ -	\$ 16,224,082
Temporary investments	163,128	-	-	163,128
Taxes receivable	-	-	-	3,022,503
Accounts receivable	23,605	1,602	-	11,926,980
Long-term investments	50,000	-	-	50,000
	<u>588,103</u>	<u>380,334</u>	<u>-</u>	<u>31,386,693</u>
LIABILITIES				
Accounts payable and accrued liabilities	104,713	4,884	-	9,173,020
Wages and employee benefits payable	-	-	-	3,434,973
Deposits and deferred revenue	-	-	-	4,318,848
Due to local school divisions	-	-	-	484,375
Due to Trusts	-	-	-	6,496
Long-term debt	-	-	-	23,521,049
Vested sick leave	-	-	-	3,614,379
	<u>104,713</u>	<u>4,884</u>	<u>-</u>	<u>44,553,140</u>
	<u>483,390</u>	<u>375,450</u>	<u>-</u>	<u>(13,166,447)</u>
NET FINANCIAL ASSETS (DEBT)				
NON-FINANCIAL ASSETS				
Property acquired for taxes	-	-	-	865,480
Prepaid expenses	18,434	-	-	995,251
Supplies inventory	-	-	-	1,357,708
Land available for sale	-	-	-	4,429,042
Work in progress	-	-	-	24,953,111
Tangible Capital Assets	235,558	735,526	-	322,919,440
Due to (from) other funds	-	-	-	-
	<u>253,992</u>	<u>735,526</u>	<u>-</u>	<u>355,520,032</u>
ACCUMULATED SURPLUS	<u>\$ 737,382</u>	<u>\$ 1,110,977</u>	<u>\$ -</u>	<u>\$ 342,353,585</u>

CONSOLIDATED STATEMENT OF OPERATIONS SEGMENTED BY FUND

Schedule 3 For the Year Ended December 31, 2019

	GENERAL FUND (SCHEDULE 5)	SANITATION FUND	WATER UTILITY FUND	LAND FUND	AIRPORT FUND
REVENUE					
Taxation	\$ 39,378,699	\$ -	\$ -	\$ -	\$ -
User charges and fees	8,831,301	4,649,979	17,817,614	34,436	972,768
Operating grants and donations	11,066,348	382,044	(28,995)	-	-
Grants-in-lieu-of-taxes	7,613,820	-	-	-	-
Interest and penalties	1,202,845	3,676	374,005	-	820
Land sales	-	-	-	10,500	-
Sundry	448,200	6,693	301,612	25,000	7,094
	<u>68,541,213</u>	<u>5,042,392</u>	<u>18,464,236</u>	<u>69,936</u>	<u>980,682</u>
	\$	\$	\$	\$	\$
EXPENSES					
Council remuneration	\$ 422,417	-	-	-	-
Salaries, wages and benefits	40,604,492	1,206,635	6,410,939	97,384	367,113
Contracted and general services	5,431,562	239,362	517,087	70,724	162,872
Financial charges	142,444	6,077	-	-	963
Grants and donations	3,547,585	142,100	-	-	-
Utilities	2,570,158	38,227	1,122,255	-	109,491
Interest on long term debt	154,594	-	724,229	60,124	-
Fleet expenses	3,564,298	1,676,138	841,579	81	124,503
Maintenance, material and supplies	6,357,908	323,950	3,269,583	3,231	153,073
Insurance	476,591	4,197	35,208	-	22,517
Bad debt expense	250,891	8,456	193,876	-	2,121
Cost of land sales	-	-	-	-	-
Amortization	6,924,704	743,466	4,811,130	-	497,850
	<u>70,447,644</u>	<u>4,388,608</u>	<u>17,925,886</u>	<u>231,544</u>	<u>1,440,503</u>
	(1,906,431)	653,784	538,350	(161,608)	(459,821)
Capital revenue	1,009,645	-	3,115,342	119,770	322,735
Gain (Loss) on disposal of TCA	(203,222)	(244,290)	(81,688)	-	-
Interfund transactions	4,305,745	(269,771)	(870,560)	-	295,560
	<u>5,112,168</u>	<u>(514,061)</u>	<u>1,046,313</u>	<u>119,770</u>	<u>618,295</u>
SURPLUS (DEFICIT) OF REVENUES OVER EXPENSES	<u>\$ 3,205,737</u>	<u>\$ 139,723</u>	<u>\$ 2,701,443</u>	<u>\$ (41,838)</u>	<u>\$ 158,474</u>
SURPLUS OF REVENUE OVER EXPENSES BEFORE CAPITAL AND INTERFUND TRANSACTIONS	<u>(1,906,431)</u>	<u>653,784</u>	<u>538,350</u>	<u>(161,608)</u>	<u>(459,821)</u>

CONSOLIDATED STATEMENT OF OPERATIONS SEGMENTED BY FUND

Schedule 3 (continued) For the Year Ended December 31, 2019

	EQUIPMENT FUND	PUBLIC LIBRARY BOARD	NORTH CENTRAL SASK WASTE MGMT CORP	CONSOLIDATION ADJUSTMENTS	TOTAL CONSOLIDATED
REVENUE					
Taxation	\$ -	\$ -	\$ -	\$ (44,353)	\$ 39,334,346
User charges and fees	-	226,445	142,100	(524,144)	32,150,506
Operating grants and donations	-	1,993,830	442,979	(1,988,860)	11,867,347
Grants-in-lieu-of-taxes	-	-	-	-	7,613,820
Interest and penalties	-	-	12,809	-	1,594,157
Land sales	-	-	-	-	10,500
Sundry	-	-	-	-	788,598
	-	2,220,275	597,888	(2,557,357)	93,359,274
EXPENSES					
Council remuneration	\$ -	\$ -	\$ -	\$ -	\$ 422,417
Salaries, wages and benefits	-	1,288,414	-	-	49,974,977
Contracted and general services	-	-	89,294	-	6,510,901
Financial charges	-	1,135	-	-	150,619
Grants and donations	-	-	-	(2,130,960)	1,558,725
Utilities	-	57,390	-	-	3,897,521
Interest on long term debt	-	-	-	-	938,947
Fleet expenses	(3,460,975)	-	-	-	2,745,624
Maintenance, material and supplies	-	440,929	473,315	(426,397)	10,595,592
Insurance	-	-	2,791	-	541,304
Bad debt expense	-	-	-	-	455,344
Cost of land sales	-	-	-	-	-
Amortization	-	126,362	50,481	-	13,153,993
	(3,460,975)	1,914,230	615,881	(2,557,357)	90,945,964
SURPLUS OF REVENUE OVER EXPENSES BEFORE CAPITAL AND INTERFUND TRANSACTIONS	3,460,975	306,045	(17,993)	-	2,413,310
Capital revenue	-	-	-	-	4,567,491
Gain (Loss) on disposal of TCA	-	-	-	-	(529,199)
Interfund transactions	(3,460,975)	-	-	-	-
	(3,460,975)	-	-	-	4,038,293
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES	\$ -	\$ 306,045	\$ (17,993)	\$ -	\$ 6,451,601

CONSOLIDATED STATEMENT OF OPERATIONS – PRIOR YEAR SEGMENTED BY FUND

Schedule 4 For the Year Ended December 31, 2018

	GENERAL FUND (SCHEDULE 6)	SANITATION FUND	WATER UTILITY FUND	LAND FUND	AIRPORT FUND
REVENUE					
Taxation	\$ 37,105,858	\$ -	\$ -	\$ -	\$ -
User charges and fees	11,650,582	4,706,102	16,735,190	34,244	1,027,758
Operating grants and donations	11,660,840	171,371	382,809	-	-
Grants-in-lieu-of-taxes	8,581,934	-	-	-	-
Interest and penalties	1,205,499	4,387	381,070	-	401
Land sales	-	-	-	296,601	-
Sundry	1,053,119	1,059	168,121	837	8,524
	<u>71,257,832</u>	<u>4,882,919</u>	<u>17,667,190</u>	<u>331,682</u>	<u>1,036,683</u>
EXPENSES					
Council remuneration	\$ 376,397	\$ -	\$ -	\$ -	\$ -
Salaries, wages and benefits	42,644,076	1,199,734	6,053,431	108,786	375,112
Contracted and general services	4,738,830	216,093	497,039	41,939	160,899
Financial charges	160,069	6,061	(353)	-	782
Grants and donations	4,040,589	142,100	-	-	-
Utilities	2,600,457	24,282	1,086,151	-	106,941
Interest on long term debt	169,081	-	651,568	80,544	-
Fleet expenses	3,216,696	1,525,989	809,661	1,724	99,412
Maintenance, material and supplies	6,170,689	327,055	2,961,190	184,945	140,475
Insurance	468,884	3,837	32,204	-	20,487
Bad debt expense	370,405	21,065	116,979	-	12,600
Cost of land sales	-	-	-	17,114	-
Amortization	7,101,037	704,492	4,453,420	-	486,257
	<u>72,057,210</u>	<u>4,170,708</u>	<u>16,661,290</u>	<u>435,052</u>	<u>1,402,965</u>
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES BEFORE CAPITAL AND INTERFUND TRANSACTIONS	<u>(799,378)</u>	<u>712,211</u>	<u>1,005,900</u>	<u>(103,370)</u>	<u>(366,282)</u>
Capital revenue	1,472,460	-	7,538,691	257,797	-
Gain (Loss) on disposal of TCA	(8,751)	(33,353)	(331,160)	-	-
Interfund transactions	3,704,057	(266,845)	(882,146)	(40,766)	303,140
	<u>5,167,766</u>	<u>(300,198)</u>	<u>6,325,385</u>	<u>217,031</u>	<u>303,140</u>
SURPLUS (DEFICIT) OF REVENUES OVER EXPENSES	<u>\$ 4,368,388</u>	<u>\$ 412,013</u>	<u>\$ 7,331,285</u>	<u>\$ 113,661</u>	<u>\$ (63,142)</u>

CONSOLIDATED STATEMENT OF OPERATIONS – PRIOR YEAR SEGMENTED BY FUND

Schedule 4 (continued) For the Year Ended December 31, 2018

	EQUIPMENT FUND	PUBLIC LIBRARY BOARD	NORTH CENTRAL SASK WASTE MGMT CORP	CONSOLIDATION ADJUSTMENTS	TOTAL CONSOLIDATED
REVENUE					
Taxation	\$ -	-	-	\$ (43,381)	\$ 37,062,477
User charges and fees	-	92,432	142,096	-	34,388,404
Operating grants and donations	-	1,988,860	188,134	(1,988,860)	12,403,154
Grants-in-lieu-of-taxes	-	-	-	-	8,581,934
Interest and penalties	-	-	10,000	-	1,601,357
Land sales	-	-	-	-	296,601
Sundry	-	-	-	-	1,231,660
	<u>-</u>	<u>2,081,292</u>	<u>340,230</u>	<u>(2,032,241)</u>	<u>95,565,587</u>
EXPENSES					
Council remuneration	\$ -	-	-	-	\$ 376,397
Salaries, wages and benefits	-	1,269,155	-	-	51,650,294
Contracted and general services	-	-	49,684	-	5,704,484
Financial charges	-	1,138	-	-	167,697
Grants and donations	-	-	-	(1,988,860)	2,193,829
Utilities	-	60,989	-	-	3,878,820
Interest on long term debt	-	-	-	-	901,193
Fleet expenses	-	-	-	-	2,836,042
Maintenance, material and supplies	(2,817,440)	385,724	267,154	(43,381)	10,393,851
Insurance	-	-	2,652	-	528,064
Bad debt expense	-	-	-	-	521,049
Cost of land sales	-	-	-	-	17,114
Amortization	-	77,857	51,705	-	12,874,768
	<u>(2,817,440)</u>	<u>1,794,863</u>	<u>371,195</u>	<u>(2,032,241)</u>	<u>92,043,602</u>
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES BEFORE CAPITAL AND INTERFUND TRANSACTIONS	<u>2,817,440</u>	<u>286,429</u>	<u>(30,965)</u>	<u>-</u>	<u>3,521,985</u>
Capital revenue	-	-	-	-	9,268,948
Gain (Loss) on disposal of TCA	-	-	-	-	(373,264)
Interfund transactions	(2,817,440)	-	-	-	-
	<u>(2,817,440)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>8,895,684</u>
SURPLUS (DEFICIT) OF REVENUES OVER EXPENSES	<u>\$ -</u>	<u>\$ 286,429</u>	<u>\$ (30,965)</u>	<u>\$ -</u>	<u>\$ 12,417,669</u>

GENERAL FUND STATEMENT OF OPERATIONS SEGMENTED BY DEPARTMENT

Schedule 5 For the Year Ended December 31, 2019

	GENERAL GOVERNMENT INCLUDING EXTERNAL AGENCIES	PROTECTIVE SERVICES (EMERGENCY COMM. CENTRE)	PROTECTIVE SERVICES (POLICE SERVICE)	PROTECTIVE SERVICES (FIRE SERVICES)	TRANSPORTATION SERVICES (PUBLIC WORKS)	COMMUNITY SERVICES	TOTAL GENERAL FUND
REVENUE							
Taxation	\$ 39,378,699	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,378,699
User charges and fees	1,550,191	-	1,559,571	323,593	800,843	4,597,103	8,831,301
Operating grants and donations	6,566,279	-	3,380,660	-	622,852	496,557	11,066,348
Grants-in-lieu-of-taxes	7,613,820	-	-	-	-	-	7,613,820
Interest and penalties	1,202,845	-	-	-	-	-	1,202,845
Sundry	100,787	-	-	34,091	90,607	222,715	448,200
	<u>56,412,621</u>	<u>-</u>	<u>4,940,231</u>	<u>357,684</u>	<u>1,514,302</u>	<u>5,316,375</u>	<u>68,541,213</u>
EXPENSES							
Council remuneration	\$ 422,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 422,417
Salaries, wages and benefits	6,292,070	-	18,377,556	6,921,103	2,437,753	6,576,010	40,604,492
Contracted and general services	1,726,088	-	610,677	3,872	1,701,657	1,389,268	5,431,562
Financial charges	54,199	-	743	-	-	87,502	142,444
Grants and donations	3,136,875	-	-	-	-	410,710	3,547,585
Utilities	9,024	-	132,417	37,205	1,010,043	1,381,469	2,570,158
Interest on long term debt	6,680	-	215	-	75,629	72,070	154,594
Fleet expenses	63,779	-	766,391	485,270	1,332,685	916,173	3,564,298
Maintenance, material and supplies	895,940	-	1,478,421	331,869	823,602	2,828,076	6,357,908
Insurance	234,623	-	16,719	3,015	18,189	204,045	476,591
Bad debt expense	250,891	-	-	-	-	-	250,891
Amortization	203,490	-	576,251	189,514	4,056,486	1,898,963	6,924,704
	<u>13,296,076</u>	<u>-</u>	<u>21,959,390</u>	<u>7,971,848</u>	<u>11,456,044</u>	<u>15,764,286</u>	<u>70,447,644</u>
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES BEFORE CAPITAL AND INTERFUND TRANSACTIONS	<u>43,116,545</u>	<u>-</u>	<u>(17,019,159)</u>	<u>(7,614,164)</u>	<u>(9,941,742)</u>	<u>(10,447,911)</u>	<u>(1,906,431)</u>
Capital revenue	-	-	-	-	54,390	955,255	1,009,645
Gain (Loss) on disposal of TCA	(845)	-	4,307	1,875	(142,121)	(66,438)	(203,222)
Interfund transactions	4,305,745	-	-	-	-	-	4,305,745
	<u>4,304,900</u>	<u>-</u>	<u>4,307</u>	<u>1,875</u>	<u>(87,731)</u>	<u>888,817</u>	<u>5,112,168</u>
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES	<u>\$ 47,421,445</u>	<u>\$ -</u>	<u>\$ (17,014,852)</u>	<u>\$ (7,612,289)</u>	<u>\$ (10,029,473)</u>	<u>\$ (9,559,094)</u>	<u>\$ 3,205,737</u>

GENERAL FUND STATEMENT OF OPERATIONS – PRIOR YEAR SEGMENTED BY DEPARTMENT

Schedule 6 For the Year Ended December 31, 2018

	GENERAL GOVERNMENT INCLUDING EXTERNAL AGENCIES		PROTECTIVE SERVICES (EMERGENCY COMM. CENTRE)		PROTECTIVE SERVICES (POLICE SERVICE)		PROTECTIVE SERVICES (FIRE SERVICES)		TRANSPORTATION SERVICES (PUBLIC WORKS)		COMMUNITY SERVICES		TOTAL GENERAL FUND
REVENUE													
Taxation	\$ 37,105,858	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,105,858
User charges and fees	1,583,761	3,645,697	1,338,989	293,031	737,038	4,052,066	11,650,582						11,650,582
Operating grants and donations	6,381,012	-	3,786,951	-	652,456	840,421	11,660,840						11,660,840
Grants-in-lieu-of-taxes	8,581,934	-	-	-	-	-	8,581,934						8,581,934
Interest and penalties	1,205,499	-	-	-	-	-	1,205,499						1,205,499
Sundry	350,416	-	-	32,090	193,395	477,218	1,053,119						1,053,119
	<u>55,208,480</u>	<u>3,645,697</u>	<u>5,125,940</u>	<u>325,121</u>	<u>1,582,889</u>	<u>5,369,705</u>	<u>71,257,832</u>						
EXPENSES													
Council remuneration	\$ 376,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 376,397
Salaries, wages and benefits	5,816,686	3,304,171	18,046,246	6,733,629	2,464,415	6,278,929	42,644,076						42,644,076
Contracted and general services	1,303,516	23,659	268,644	44,009	1,803,391	1,295,611	4,738,830						4,738,830
Financial charges	78,658	-	623	-	-	80,788	160,069						160,069
Grants and donations	3,598,897	-	3,872	-	1,091,349	437,821	4,040,589						4,040,589
Utilities	8,799	-	114,178	35,284	-	1,350,847	2,600,457						2,600,457
Interest on long term debt	8,949	-	2,665	-	83,411	74,056	169,081						169,081
Fleet expenses	17,712	-	753,360	469,336	1,120,642	855,647	3,216,696						3,216,696
Maintenance, material and supplies	941,411	317,867	1,757,473	342,554	359,918	2,451,464	6,170,689						6,170,689
Insurance	220,428	-	15,664	2,942	17,312	212,538	468,884						468,884
Bad debt expense	370,405	-	-	-	-	-	370,405						370,405
Amortization	192,705	-	516,167	195,963	4,513,895	1,682,308	7,101,037						7,101,037
	<u>12,934,563</u>	<u>3,645,697</u>	<u>21,478,892</u>	<u>7,823,717</u>	<u>11,454,333</u>	<u>14,720,009</u>	<u>72,057,210</u>						
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES BEFORE CAPITAL AND INTERFUND TRANSACTIONS	<u>42,273,917</u>	<u>(16,352,952)</u>	<u>(7,498,596)</u>	<u>(9,871,444)</u>	<u>(9,350,304)</u>	<u>(799,378)</u>	<u>(799,378)</u>						
Capital revenue	-	-	289,650	-	688,247	494,563	1,472,460						1,472,460
Gain (Loss) on disposal of TCA	(2,098)	-	6,674	362	(24,981)	11,293	(8,751)						(8,751)
Interfund transactions	3,704,057	-	-	-	-	-	3,704,057						3,704,057
	<u>3,701,959</u>	<u>-</u>	<u>296,324</u>	<u>362</u>	<u>663,266</u>	<u>505,856</u>	<u>5,167,766</u>						
SURPLUS (DEFICIT) OF REVENUE OVER EXPENSES	<u>\$ 45,975,876</u>	<u>\$ -</u>	<u>\$ (16,056,628)</u>	<u>\$ (7,498,234)</u>	<u>\$ (9,208,178)</u>	<u>\$ (8,844,448)</u>	<u>\$ 4,368,388</u>						

TANGIBLE CAPITAL ASSETS – COST SEGMENTED BY FUND

Schedule 7 For the Year Ended December 31, 2019

	Opening Cost	Additions	Disposals	Ending Balance
General Fund				
Land	\$ 12,315,435	\$ 70,174	\$ -	\$ 12,385,609
Land improvements	15,271,899	4,351,227	(260,332)	19,362,794
Buildings	52,208,519	464,551	(643,772)	52,029,298
Machinery and equipment	6,600,617	626,698	(121,106)	7,106,209
Fleet	17,730,653	1,498,360	(232,769)	18,996,244
Roads	119,037,673	6,198,723	(1,683,579)	123,552,817
	<u>223,164,796</u>	<u>13,209,733</u>	<u>(2,941,558)</u>	<u>233,432,971</u>
Sanitation Fund				
Land improvements	7,767,431	-	-	7,767,431
Buildings	933,341	482,794	-	1,416,135
Machinery and equip	349,446	515,313	-	864,759
Fleet	4,950,493	-	(632,100)	4,318,393
	<u>14,000,711</u>	<u>998,107</u>	<u>(632,100)</u>	<u>14,366,718</u>
Water Utility Fund				
Land	1,492,147	-	-	1,492,147
Land improvements	260,261	-	-	260,261
Buildings	295,237	-	-	295,237
Machinery and equipment	116,405	-	-	116,405
Fleet	3,905,043	7,420	-	3,912,463
Water, sanitary and storm sewer infrastructure	271,726,057	25,943,268	(301,185)	297,368,140
	<u>277,795,150</u>	<u>25,950,688</u>	<u>(301,185)</u>	<u>303,444,653</u>
Airport Fund				
Land	6,248,963	-	-	6,248,963
Land improvements	12,504,594	-	-	12,504,594
Buildings	1,321,065	-	-	1,321,065
Machinery and equipment	770,663	-	-	770,663
Fleet	1,431,261	322,735	-	1,753,996
	<u>22,276,546</u>	<u>322,735</u>	<u>-</u>	<u>22,599,281</u>
Consolidated Entities				
Public Library Board	486,413	263,584	-	749,997
NCSWMC	1,145,172	-	-	1,145,172
	<u>1,631,585</u>	<u>263,584</u>	<u>-</u>	<u>1,895,169</u>
	<u>\$ 538,868,788</u>	<u>\$ 40,744,847</u>	<u>\$ (3,874,843)</u>	<u>\$ 575,738,793</u>

The City has recorded \$nil contributed tangible capital assets in the current year (2018- \$nil).

TANGIBLE CAPITAL ASSETS – ACCUMULATED AMORTIZATION SEGMENTED BY FUND

Schedule 7 (continued) For the Year Ended December 31, 2019

	Opening Accumulated Amortization	Amortization	Disposals	Closing Accumulated Amortization	2019 Net Book Value	2018 Net Book Value
General Fund						
Land	\$ -	\$ -	\$ -	\$ -	\$ 12,385,609	\$ 12,315,435
Land improvements	(5,427,319)	(584,653)	84,554	(5,927,418)	13,435,376	9,844,580
Buildings	(20,446,048)	(1,079,681)	381,288	(21,144,441)	30,884,857	31,762,471
Machinery and equipment	(3,913,983)	(550,834)	117,118	(4,347,699)	2,758,510	2,686,634
Fleet	(7,808,443)	(1,360,127)	187,705	(8,980,865)	10,015,379	9,922,210
Roads	(49,983,854)	(3,349,410)	1,547,857	(51,785,407)	71,767,410	69,053,819
	<u>(87,579,647)</u>	<u>(6,924,705)</u>	<u>2,318,522</u>	<u>(92,185,830)</u>	<u>141,247,141</u>	<u>135,585,149</u>
Sanitation Fund						
Land improvements	(2,252,553)	(340,328)	-	(2,592,881)	5,174,550	5,514,878
Buildings	(325,087)	(26,689)	-	(351,776)	1,064,359	608,254
Machinery and equip	(326,634)	(23,760)	-	(350,394)	514,365	22,812
Fleet	(1,513,573)	(352,689)	364,718	(1,501,544)	2,816,849	3,436,920
	<u>(4,417,847)</u>	<u>(743,466)</u>	<u>364,718</u>	<u>(4,796,595)</u>	<u>9,570,123</u>	<u>9,582,864</u>
Water Utility Fund						
Land	-	-	-	-	1,492,147	1,492,147
Land improvements	(160,591)	(9,385)	-	(169,976)	90,285	99,670
Buildings	(140,646)	(7,403)	-	(148,049)	147,188	154,591
Machinery and equipment	(104,267)	(8,092)	-	(112,359)	4,046	12,138
Fleet	(1,338,328)	(275,326)	-	(1,613,654)	2,298,809	2,566,715
Infrastructure	(113,135,328)	(4,510,922)	219,287	(117,426,963)	179,941,177	158,590,729
	<u>(114,879,160)</u>	<u>(4,811,128)</u>	<u>219,287</u>	<u>(119,471,001)</u>	<u>183,973,652</u>	<u>162,915,990</u>
Airport Fund						
Land	-	-	-	-	6,248,963	6,248,963
Land improvements	(7,234,969)	(353,658)	-	(7,588,627)	4,915,967	5,269,625
Buildings	(251,444)	(29,380)	-	(280,824)	1,040,241	1,069,621
Machinery and equipment	(240,505)	(71,426)	-	(311,931)	458,732	530,158
Fleet	(685,275)	(43,387)	-	(728,662)	1,025,334	745,986
	<u>(8,412,193)</u>	<u>(497,851)</u>	<u>-</u>	<u>(8,910,044)</u>	<u>13,689,237</u>	<u>13,864,353</u>
Consolidated Entities						
Public Library Board	(250,855)	(126,362)	-	(377,216)	372,781	235,558
NCSWMC	(409,646)	(50,479)	-	(460,125)	685,047	735,526
	<u>(660,501)</u>	<u>(176,841)</u>	<u>-</u>	<u>(837,341)</u>	<u>1,057,828</u>	<u>971,084</u>
	<u>\$ (215,949,348)</u>	<u>\$ (13,153,991)</u>	<u>\$ 2,902,527</u>	<u>\$ (226,200,811)</u>	<u>\$ 349,537,982</u>	<u>\$ 322,919,440</u>

SCHEDULE OF FUND BALANCES

Schedule 8 For the Year Ended December 31, 2019

	2018	Surplus (Deficit)	Net Allocations	2019
General Fund				
Fiscal Stabilization	\$ 12,606,981	\$ 3,205,737	\$ (3,808,037)	\$ 12,004,681
Police surplus	1,522,973	-	(1,522,973)	-
Police building reserve	(25,704)	-	(724,679)	(750,383)
Tangible capital assets (Schedule 7)	135,585,149	-	5,661,992	141,247,141
Work in progress	4,001,092	-	(1,409,666)	2,591,423
Amounts recovered from future revenue				
RBC loan - West Hill redevelopment	(206,300)	-	20,399	(185,901)
RBC loan - Golf course irrigation	(2,152,000)	-	58,000	(2,094,000)
RBC loan - Transit buses	(2,336,000)	-	231,000	(2,105,000)
Internal loan				
Water meter replacement	-	-	4,326,900	4,326,900
	<u>148,996,191</u>	<u>3,205,737</u>	<u>2,832,943</u>	<u>155,034,871</u>
Sanitation Fund				
Tangible capital assets (Schedule 7)	9,582,864	-	(12,741)	9,570,123
Work in progress	85,375	-	(85,375)	-
Sanitation improvement	(499,497)	139,723	379,999	20,225
	<u>9,168,742</u>	<u>139,723</u>	<u>281,883</u>	<u>9,590,348</u>
Water Utility Fund				
Tangible capital assets (Schedule 7)	162,915,990	-	21,057,662	183,973,652
Work in progress	20,831,139	-	(15,948,917)	4,882,222
Water utility improvement	(6,433,428)	2,701,443	(6,171,866)	(9,903,851)
Amounts recovered from future revenue				
CMHC loan - Water treatment plant	(3,769,049)	-	568,516	(3,200,533)
RBC loan - New reservoir	(6,820,000)	-	186,000	(6,634,000)
RBC loan - Reservoir upgrades	(6,381,000)	-	174,000	(6,207,000)
Internal loan				
Water meter replacement	-	-	(4,326,900)	(4,326,900)
	<u>160,343,652</u>	<u>2,701,443</u>	<u>(4,461,505)</u>	<u>158,583,590</u>
Land Fund				
Land development	(6,506,269)	(41,838)	(451,420)	(6,999,527)
Amount recovered from future revenue				
RBC - West Hill redevelopment	(1,856,700)	-	183,600	(1,673,100)
	<u>(8,362,969)</u>	<u>(41,838)</u>	<u>(267,820)</u>	<u>(8,672,627)</u>
Airport Fund				
Tangible capital assets (Schedule 7)	13,864,352	-	(175,116)	13,689,236
Work in progress	35,506	-	49,971	85,477
Airport improvement	1,233,597	158,474	(356,306)	1,035,768
	<u>15,133,455</u>	<u>158,474</u>	<u>(481,451)</u>	<u>14,810,481</u>
Consolidated Entities				
Public Library Board	737,382	306,045	-	1,043,430
North Central Sask Waste Management	1,110,977	(17,993)	69	1,093,053
	<u>1,848,359</u>	<u>288,052</u>	<u>69</u>	<u>2,136,483</u>
	<u>\$ 327,127,430</u>	<u>\$ 6,451,601</u>	<u>\$ (2,095,888)</u>	<u>\$ 331,483,148</u>

SCHEDULE OF RESERVES SEGMENTED BY FUND

Schedule 9 For the Year Ended December 31, 2019

	2018	Allocations	2019
General Fund			
Housing Reserve	\$ 724,464	\$ (45,405)	\$ 679,058
Alfred Jenkins Field House Improvements	155,338	72,944	228,282
Arena Improvements	36,988	(105,522)	(68,534)
Capital Works Committed	1,415,832	(691,846)	723,986
Civic Facilities	3,934,850	1,254,407	5,189,256
Community Mobilization	81,852	(81,852)	-
Community Services Building	16,247	(4,686)	11,561
Community Services Land Fund	256,032	(47,871)	208,161
Community Services Special Events Marketing	59,782	(59,782)	-
Dedicated Lands	18,401	(18,401)	-
Destination Marketing Levy	493,189	62,923	556,112
Downtown Improvement	160,000	22,478	182,478
E A Rawlinson Mechanical Equipment	(75,349)	10,000	(65,349)
E A Rawlinson Facility Fee	35,056	46,512	81,568
Equipment and Fleet	1,463,242	1,318,317	2,781,559
Fire Equipment	1,612,056	(812,387)	799,669
Future Infrastructure	1,916,661	315,354	2,232,014
Golf Course Improvements	87,061	(20,997)	66,064
Golf Course Equip and Golf Carts	97,773	(30,901)	66,872
Group Insurance	623,504	-	623,504
In Lieu of Public Reserve	9,834	(9,834)	-
Information Technology	(14,661)	123,428	108,766
Kinsmen Water Park Surcharge	2,018	5,627	7,645
Land Development	100,020	(100,020)	-
Minor Softball	12,126	5,253	17,379
Northern Housing Development	99,043	-	99,043
PA Slo Pitch	18,119	13,668	31,787
PA Downtown Business Improvement District Operating	37,097	12,796	49,893
PA Golf and Curling Club Mechanical Equipment	(22,998)	10,000	(12,998)
Park Development	56,050	-	56,050
Pehonan Parkway	374,326	33,273	407,599
Police Capital	243,718	86,730	330,448
Police Equipment	271,978	118,882	390,860
Police Operating	500,000	-	500,000
Project Beach Volleyball Courts	30,403	(11,250)	19,153
Project Triple Play	(144,993)	150,249	5,256
Public Art Capital	45,000	12,382	57,382
Public Transit	116,149	239,217	355,366
Safety	199,911	-	199,911
Savings Emergency	314,990	-	314,990
Snow Management	90,999	(185,283)	(94,284)
Tourism	1,009	(1,009)	-
	<u>15,453,117</u>	<u>1,687,394</u>	<u>17,140,507</u>

SCHEDULE OF RESERVES SEGMENTED BY FUND

Schedule 9 (continued) For the Year Ended December 31, 2019

	2018	Allocations	2019
Sanitation Fund			
Sanitation Capital Works	664,625	(300,980)	363,645
Water Utility Fund			
Waterworks Capital Works	385,879	272,694	658,573
Land Fund			
Development Levies	(4,426,542)	(116,549)	(4,543,091)
Future Land Purchases	601,778	68,255	670,033
Planning and Marketing	400,843	(682)	400,161
	(3,423,921)	(48,976)	(3,472,897)
Airport Fund			
Airport Capital Works	20,191	199,895	220,085
Airport Maintenance	30,000	10,000	40,000
Airport - Passenger Facilities Fees	2,096,264	275,861	2,372,125
	2,146,455	485,756	2,632,210
	<u>\$ 15,226,155</u>	<u>\$ 2,095,888</u>	<u>\$ 17,322,038</u>

SCHEDULE OF FUNDS HELD IN TRUST

Schedule 10 As at December 31, 2019

	<u>2019</u>	<u>2018</u>
FINANCIAL ASSETS		
Cash	\$ 170,193	\$ 149,933
Due from City of Prince Albert	(124)	6,496
NET ASSETS	<u>\$ 170,069</u>	<u>\$ 156,429</u>
LIABILITIES		
Trust funds held for others - General Fund	\$ 170,069	\$ 156,429
NET LIABILITIES	<u>\$ 170,069</u>	<u>\$ 156,429</u>

SCHEDULE OF TRUST FUND TRANSACTIONS

Schedule 11 For the Year Ended December 31, 2019

	<u>2018</u>	<u>Additions</u>	<u>Expenses</u>	<u>2019</u>
J. Vandale	\$ 2,235	\$ 184	\$ 346	\$ 2,073
Prince Albert Golf and Curling Club	40,604	11,309	-	51,913
Veteran's Graves	78,436	2,305	-	80,741
Herschel Davidner Trust Fund	31,037	912	-	31,949
Winterburn Estate	4,117	81	805	3,393
	<u>\$ 156,429</u>	<u>\$ 14,791</u>	<u>\$ 1,151</u>	<u>\$ 170,069</u>

Congratulations to the 2019 WHL CHAMPIONS!





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