

Resort Village of Elk Ridge
Agenda
November 21, 2023 at 3:00 p.m. – Regular Meeting – Elk Ridge Resort

1. Call to Order – The Mayor called the meeting of Council to order.

2. Approval of Agenda:

MOTION: That the agenda for this meeting be approved as presented.

3. Adoption of Minutes:

3.1 Minutes of the October 17, 2023 Regular Meeting. (Page 2-5)

MOTION: That the Minutes of the October 17, 2023 Regular Meeting be approved as presented.

4. Declaration of Conflict of Interest: None

5. Delegations Scheduled:

5.1 Joint Committee Final Report Establishing a Public Utility

- Clint Austin

6. Public Hearings:

7. Public Acknowledgements:

8. Business Arising from Minutes:

9. New Business:

10. Motions:

11. Administration Reports:

11.1 CAO Report and Updates (Pages 8 – 18)

12. Financial Reports:

12.1 Financial reports (Pages 19 – 20)

MOTION: That Council receive and file the financial statement and list of accounts payable for September 2023.

13. Reading of Bylaw(s):

14. Notice of Motion:

15. Inquiries:

16. In camera:

17. Information Items/Correspondence:

AMMENDMENT SMITH-WINDSOR: That “condominium” be added before “roadways” and a final sentence of “The main municipal road will be maintained with minimal snowpack.” To #3.

SECONDED: MCKAY CARRIED

AMMENDMENT SMITH-WINDSOR: That “or fire hydrants” be removed in the second sentence, add “Fire hydrants will be kept accessible by the contractor.”, and remove “Pathways to fire hydrants will be kept clear by the Condo corps and Routes2Sk as applicable” in #6.

SECONDED: ENGEL CARRIED

AMMENDMENT ENGEL: That #7 be amended to “Owners will not deposit snow from driveways onto roadways.”

SECONDED: HEWETT CARRIED

AMMENDMENT SMITH-WINDSOR That interpretation of this policy will be done by the CAO, not the Public Works Committee. Remove the Public Works Committee members names.

SECONDED: HEWETT CARRIED

AMMENDMENT McKAY: That “Snow plowing will be initiated after a 10 cm (4”) snowfall on Condominium roads and after 7.5 cm (3”) snowfall on the access roads.” be inserted as the first policy statement and re-number the others accordingly up to 11.

SECONDED: DANBERG CARRIED

213 – 2023 SMITH-WINDSOR: That the policy be approved as amended.

SECONDED: HEWETT CARRIED

28. Motions:

29. Administration Report:

214-2023 HEWETT: That the Resort Village of Elk Ridge has no concerns with the subdivision (SUBD-001743-2023) proposed in McPhee Lake.

SECONDED: ENGEL CARRIED

215-2023 ENGEL: That the Administrator’s Report be adopted as presented.

SECONDED: DANBERG CARRIED

30. Financial Report:

216-2023 **HEWETT:** That the last 5 lines of the Financial Report be removed.
SECONDED: **ENGEL** **CARRIED**

217-2023 **ENGEL** That a monthly Balance sheet be sent to council as part of
the Financial Report
SECONDED: **SMITH-WINDSOR** **CARRIED**

218-2023 **HEWETT:** That Council receive and file the list of accounts payable
and monthly financial to September 30, 2023.
SECONDED: **ENGEL** **CARRIED**

31. Reading of Bylaw(s): None

32. Notice of Motion: None

33. Inquiries: None

34. In camera:

16.1 HR Issue:

219-2023 **HEWETT:** That Council go into incamera on an HR matter at 3:30
p.m.
SECONDED: **SMITH-WINDSOR** **CARRIED**

**Present Incamera: Mayor McKay, Councilors Engel, Smith-Windsor, Danberg and Hewett;
CAO and Nicole Lerat, Mentor.**

220-2023 **SMITH-WINDSOR:** That Council reconvene to open session at 4:05
p.m.
SECONDED: **ENGEL** **CARRIED**

**Present open session: Mayor McKay, Councilors Engel, Smith-Windsor, Danberg and
Hewett; CAO**

35. Information Items/Correspondence:

36. Adjournment:

221-2023 **DANBERG:** That the meeting adjourn at 5:30 p.m.
SECONDED: **HEWETT** **CARRIED**

Mayor

CAO

Resort Village of Elk Ridge Winter Road Maintenance Policy

The policy covers Arne Petersen Way, Elk Ridge Place to the former Firehall, Treosix and the internal roads within the participating condominium corporations. The refuse depot site will also be cleared.

1. Snow plowing will be initiated after a 10 cm (4”) snowfall on Condominium roads and after 7.5 cm (3”) snowfall on the access roads.
2. The contractor will clear only to within 12 inches (30.48 cm) of the pavement or road edge. It is recommended that the pavement edges will be marked within 12 inches (30.48 cm) of the pavement edges by the owner, Routes2Sk or the condo corps as applicable.
3. Snow shall be pushed from the roadway onto Condominium common areas, front yards and adjacent to the municipal roads. Snow will NOT be cleared from condo commons.
4. The contractor will attempt to maintain a base of 2 inches (2.54 cm) on all condominium roadways to help protect the pavement from snowmobile tracks. The main municipal road will be maintained with minimal snowpack.
5. In the event of a major snowfall, a “passage plow” will be the initiated. Remaining clearing of roads and windrows will be undertaken after ALL roads are accessible.
6. Pavement leading to driveways and access roads shall NOT be blocked by windrows in excess of approximately 15 cm. (6 inches).
7. Snow will not be dumped on fire hydrants or utility boxes. Fire hydrants will be kept accessible by the contractor.
8. Owners will not deposit snow from driveways onto roadways.
9. Guest parking and driveway clearing up to the pavement are the responsibility of the applicable owners.

10. Snow hauling or removal is NOT the responsibility of the Resort Village or its contractor.

11. Sanding shall be undertaken where slippery or icy conditions exist. Periodic sanding may be undertaken in specific areas such as hills or intersections as a safety measure. Sand will be removed in the spring.

Note: Condo Corps and/or the contractor shall contact the Resort Village's Administrator regarding the interpretation of this Policy as required. If there are concerns or if the contractor is unsure if snow plowing or sanding conforms to the Policy, direction shall be received from the CAO.

Michele Bonneau
306-940-9052
infoelkridge@sasktel.net

**** Please do not contact the contractor or the Lodge. This is a Resort Village Service.

Policy Approved: October 17, 2023.

**JOINT COMMITTEE REVIEW OF THE
ESTABLISHMENT OF A PUBLIC UTILITY
THROUGH THE PROCESS OF
AMALGAMATION**

-FINAL REPORT-

Prepared By: Joint Committee

November 15, 2023

1. INTRODUCTION

This report formally concludes the objectives and deliverables of the Joint Committee's Terms of Reference for Establishing a Public Utility ("Final Report", "Report"). For reader convenience, this Report provides a consolidated Summary of the Joint Committee's ("JC") work and recommendations. It also provides a Table of Contents that references the numerous appendices that were produced in support of this study.

The JC has been asked to present its Final Report and Recommendations in this Report to the Resort Village Council ("Council") on November 21, 2023. This forum will also allow the public or stakeholders to attend and participate in discussion related to any of the recommendations made in this Report.

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2. EXECUTIVE SUMMARY

On September 26, 2022, The Board of Directors for Elk Ridge Utility Ltd (“Utility Board”) and Mayor and Council of the Resort Village of Elk Ridge (“Village Council”) authorized a joint Committee to assess the feasibility and benefits of amalgamating Elk Ridge Utility Ltd. under the Resort Village of Elk Ridge with the aim of establishing a public utility pursuant to the Saskatchewan Municipalities Act (“Act”). The Joint Committee’s Terms of Reference are attached to this Report as “Appendix C - Terms of Reference”.

The JC has concluded that establishing a public utility is both feasible and beneficial. The amalgamated entity has a set of distinct structure advantages – particularly in matters of cost structure, financing options, municipal practices and relationships, attraction and retention of staff, and consumer access and transparency. Although these advantages don’t guarantee perfect outcomes in perpetuity, in aggregate, they provide a greater opportunity to ensure the long-term viability of waterworks and sewage works in the community.

3. ASSESSMENT OF OPTIONS

The JC identified and assessed the three implementation options that would enable the Resort Village to establish a public utility in collaboration with Elk Ridge Utility Ltd. These options were described as:

- **Option I: Amalgamate.** Resort Village (“RV”) and Utility become one entity;
- **Option II: Public Utility Board.** RV incorporates a new public works corporation under the Municipalities Act (“NewCo.”); and
- **Option III: Re-Structure.** Four Condo Corps & R2SK resigned their memberships in Elk Ridge Utility. Resort Village becomes a member and re-structures the Utility so that the Village is the only member.

The JC recommended that Option 1: Amalgamation be selected as the preferred implementation option.

The JC identified two substantive risks associated with the implementation of Option 1. Both risks were resolved over the course of the assessment period. The risks and their mitigations are as follows:

- **Risk 1:** the disruption or delay in utility operations or projects due to a sudden loss of knowledgeable utility directors and staff. **Mitigation:** RV to hire existing staff and appoint an Advisory Committee; and
- **Risk 2:** the requirement to pay income tax on the transition of assets from Elk Ridge Utility to the Resort Village. **Resolved:** Professional Accounting Firm determined that this was not a risk (Memo Oct 16, 2023).

The JC’s comparative assessment is attached as “Appendix A1 – Assessment of Options” to this report. A legal review of these options was also conducted. The legal report is attached as Appendix A2 – MLT Memorandum RE: Transfer of Control of Water Utility Assets (June 23, 2023).

An assessment of income tax risk was conducted by the professional accounting firm Baker-Tilley. A memorandum resolving the issue is attached as Appendix – A3 BT Memo on gift of capital assets.

4. ADVANTAGES OF ESTABLISHING A PUBLIC UTILITY (OPTION 1)

The JC determined that there were five key advantages to implementing Option 1. They are described as follows:

- I. **Council is able to fulfill its responsibilities regarding oversight of communal water and sewer systems**
 - Increased level of Council engagement is inevitable. Currently, Elk Ridge Utility (“Utility”) is NOT a “public utility”, it is a “Non-Profit corporation”. It is not pursuant to the Municipalities Act (“Act”) and has no formal connection to the Resort Village (“RV”);
 - A non-profit utility has structural disadvantages as compared to the other 500+ public utilities in the province who are pursuant to the Municipalities Act (e.g., lien priorities, liability protections, priority for government grant money, staffing benefits, levies, etc.).
- II. **Reduces the risk of issuing substantial utility fee increases to end users**
 - Utility estimates \$2-5M in capital renewal projects in next 5-10 years (e.g., water plant, wells, sewage collection & treatment, water distribution);
 - Municipality has more cost recovery options and higher priority for government grants than an independent non-profit corporation;
 - Amalgamation achieves cost structure efficiencies by sharing common administrative resources and process in public works functions (~\$5k – 10K per year, excluding potential future benefits of shared equipment and buildings);
 - Initial fee structure and future fee increases require approval by the Saskatchewan Municipal Board, Local Government Committee.
- III. **Improve Mechanisms that Help Build and Retain a Talented Work Force**
 - Potential to align staff compensation and benefit offerings with other public works;
 - Greater organizational efficiency is possible with amalgamation (e.g., Utility Board Executive roles, Bookkeeping and Financial Reporting, Board Coordinator, Manager, OH&S Representative).
- IV. **Address Volunteer Challenges**
 - Elk Ridge Utility board is comprised of 10 volunteer director positions (2 from each of the four Condo Corps, 2 from R2SK);
 - Utility directors don’t have benefit of liability protections under the Act;

- Director appointments are privileged – there exists no criteria for knowledge, experience, business relationships, temperament, etc.;
- Volunteer succession has been a challenge – typically given those who put their hand-up
- Onboarding process is informal. There was a digital manual for directors established in 2019, but maintenance and use are “voluntary”;
- Short-notice resignations (2 weeks or less) or “life-time appointments” are the norm. Most transitions occur without handover.

V. **Municipal statutes and practices in public works, offer opportunities to simplify public works systems in the community**

Although progress has been made to simplify and align local public works and services with those of other municipalities, the documents describing the roles and responsibilities related to systems and works remain a labyrinth of unnecessary complexity. Key challenges of the current system include:

- It relies on the knowledgeable few to educate new residents to the community or new appointees to stakeholder groups to explain it;
- Articles, UMA, and bylaws, including Condo bylaws were not developed nor maintained in a coordinated or integrated way. As a result, there are inconsistencies that often lead to confusion and conflict.

Amalgamation of the RV and Utility, the Municipalities Act along with standard practices in public works, provide the key elements that help simplify this complex maze of documents and stakeholders. In addition, amalgamation presents an opportunity to establish the RV as the single governing and managing body responsible for public works, under one set of financial books, with the same fiscal year.

5. **COMMUNICATION AND ENGAGEMENT**

At the request of its sponsors, the JC developed and executed a public and stakeholder communication and engagement plan which took place over a period of 85 days. The following conclusions were made as a result of this process:

- The significant majority of stakeholders and community appear in favour of transitioning to a public utility;
- There is a small group of stakeholders and community members who are in favour of transitioning to a public utility, but had legitimate questions or concerns about implementation or simply had a desire to influence the details of implementation;
- Should a public utility be established, all feedback indicates an implementation preference of Option 1 – Amalgamation. The JC interprets that “acceptance” of Option 1 implies acceptance of the responsibilities and provisions for a public utility as they are defined within the applicable acts and regulations. Council has also agreed to establish an Advisory Committee within its governance structure;

- At the 1 Oct 2023 Stakeholder Engagement Meeting, the JC heard concerns that were grouped into the following four themes:
 1. Elk Ridge Utility's Capital Plan;
 2. Utility Infrastructure responsibilities, particularly distribution systems, collection systems, service connections, service lines, and stormwater systems;
 3. Future Governance and Control of waterworks and sewage works;
 4. Council Capacity and Matters of Staffing and Transition
- On November 7, 2023, the JC provided its response to the four areas of concern. The JC concluded that none of the concerns should be considered as "showstoppers" to establishing the public utility as the challenges and risks of maintaining the status quo are outweighed by the benefits of a public utility;
- The JC recognized that maintaining a 1/5 controlling interest over the Utility appeared to be valued by a few unit owners in the Condo Corps. The JC analyzed the concern and concluded that a public utility model offers significantly better access, transparency and accountability to decision makers and decision making than the status quo, which subsequently creates a better value proposition for all paying consumers.

The details of the communication and engagement plan are attached in the following appendices to this Report:

- Appendix B – Communication and Engagement Plan
- Appendix B1 – Report on Public Engagement RE: Establishing a Public Utility
- Appendix B2 – Stakeholder Engagement Meeting Notes and Takeaways
- Appendix B3 – Response to Stakeholder Concerns

6. MATTERS RELATED TO THE IMPLEMENTATION OF OPTION 1

Some stakeholders requested information regarding the resulting impact and changes in responsibilities and governance related to Option 1: Amalgamation, as well as a vision and concept of operations around how the transfer would be executed. Details on these implementation matters can be reviewed in Appendix B3-Response to Stakeholder Concerns.

7. SUMMARY OF JOINT COMMITTEE RECOMMENDATIONS

This section of the Report summarizes the JC's 41 recommendations with respect to establishing and implementing a public utility. These recommendations are organized and summarized as follows:

Establishing a Public Utility

The JC recommends:

- i. That the Resort Village ("RV") and Utility become one entity (Option 1: Amalgamation). Elk Ridge Utility transfers its operations, property and assets to the Village. The RV establishes a Public Works department which continues to directly manage and operate the utility. Elk Ridge Utility then dissolves and ceases to exist as its own entity. End State: One entity, one set of financials and Council has oversight over all public works (e.g., water, sewer, roads, waste, etc.)

Elk Ridge Utility Capital Plans and Processes

The JC makes the following recommendations regarding the Utility's Capital Plan:

- i. That Council adopt the Utility Board's Pricing Policy and Annual budget provided by the Utility Board before or soon after the transition date;
- ii. That Council consider Elk Ridge Utility's current Capital Planning Process in the establishment of its own Capital Investment Strategy;
- iii. That Council steer-the-course with respect to the priorities in the Utility's Plan for one-year post transition;
- iv. Two years post Council review its Asset Management Policy for all public works infrastructure. The [Saskatchewan Municipal Administration information portal](#) provides a number of guides, roadmaps and examples of policies used by other municipalities. As part of the policy, Council should consider commissioning a comprehensive Public Works Study. This is particularly useful if the lifecycle and cost data about infrastructure is unknown or outdated.

Water Distribution & Sewage Collection Systems

The JC provides the following recommendations around water distribution systems and sewage collection systems:

- i. That the Resort Village establish bylaws that clarify its ownership, operational and financial responsibilities with respect to distribution systems and collection systems;
- ii. That the bylaws also clarify that for work performed on mains that pass under Resort Village or Crown property, the Resort Village would also be operationally and financially responsible for restoring of land and property to its former condition;
- iii. That the bylaws clarify that for work performed on mains with easement agreements or implied easements on properties not owned by the Resort Village, the Resort Village is responsible for the restoring of land to its former grade, but it is NOT operationally or financially responsible for restoring any improvements on the land to its former condition, which may include, but are not limited to pavement, grass, flowers, or flower beds, fencing, concrete surfacing, earth, rock works, trees, etc.;
- iv. The property owner shall be responsible for the cost of repair or replacement of any component on the distribution system or collection system which has been determined by the Resort Village as being damaged or partially damaged by any act of negligence by the property owner or any third-party.

Service Connections

The JC recommends that the Resort Village establish bylaws that enable the following service connections responsibilities:

- i. That the Resort Village has ownership of service connections and is responsible for the maintenance, repair and replacement of the water and sewer service connections from the main to the curb stop. If there is no curb stop, then the distance from the main to nearest edge of the property line shall be the limit of the Resort Villages' responsibility;
- ii. For any work on the service connections undertaken by the Resort Village, the Resort Village shall restore land to its former grade, but it is NOT operationally or financially responsible

- for restoring any improvements on the land to its former condition, unless those lands are on the property of the Resort Village;
- iii. That the property owner shall be responsible for the cost of construction, reconstruction or alternation of any service connection, unless the service connection is connected to a communal service line, which in that case shall be the Condo Corp;
 - iv. No construction, reconstruction or alternation can be made to a service connection without prior approval from an authorized Resort Village employee;
 - v. No person is authorized to shut-off or turn-on a service connection without prior approval from an authorized Resort Village employee;
 - vi. That the property owner shall be responsible for the cost of repair or replacement of any component of the service connection that has been determined by the Resort Village as being damaged or partially damaged through any act of negligence or misuse by the property owner or any third-party;
 - vii. That the Resort Village review and consider amending zoning and development bylaws in order to avoid the future installation of communal service connections in semi-detached buildings.

Service Lines

The JC recommends that the following aspects of service line responsibilities be clarified in bylaw:

- i. The consumer shall be fully responsible for all non-communal service lines between the curb stop and building, or main and property line, whichever may be applicable. This includes pipes, components, grinder pumps, grinder pump pits, but excludes the water meters and water pipe adaptors, which are the property of the Resort Village;
- ii. Condo Corps shall be fully responsible for communal service lines, between the curb stop and building or property line and building, whichever may be applicable. This includes pipes, components, grinder pumps, grinder pump pits, but excludes the water meters and water pipe adaptors, which are the property of the Resort Village;
- iii. The Resort Village will install, repair and replace water meters, at its own cost. However, the consumer shall be responsible for the cost of repair or replacement of any component or meter that has been determined by the Resort Village as being damaged or partially damaged through any act of negligence or misuse by the property owner or any third-party. This is inclusive of meter component freeze up;
- iv. The Resort Village does not take ownership, operational or financial responsibility for any communal service lines or their respective apparatus and components such as plumbing manifolds, shut off valves, grinder pump pits, grinder pumps, and pipes;
- v. The Resort Village will provide a consignment inventory of grinder pumps to the community;
- vi. The Consumer/Condo Corp shall purchase the pump and shall be responsible for all operational and financial aspects of the pump;
- vii. It is recommended that any Condo Corps with communal service lines and associated apparatus, take steps to verify whether they have established easements with the respective unit owners who may be the host-unit of any communal water or service lines and apparatus. A verification of the Condo Corps and unit owner insurance coverage should also be conducted.

Transfer of Assets

On matters related to the transfer of assets and property between Elk Ridge Utility and the Resort Village the JC recommends:

- i. That the Resort Village establish a separate account that would hold any Utility reserve funds transferred over to the Village and that the fund be maintained as a reserve fund for the purpose of providing safe and reliable waterworks and sewage works;
- ii. As part of the Implementation Phase, the Resort Village and Elk Ridge Utility collaborate on establishing a Transfer Agreement. The focus of the Transfer Agreement should be the schedule(s) of transferred assets, which shall include, but not be limited to all lands, fixtures, buildings, facilities, equipment, tools, term investments, accounts receivable, working capital, etc. This will allow transparency and provide record of the transfer for tax and management purposes. This will also help clarify proof of ownership, should it ever be required.

Re-Use of Utility Policies and Information to Satisfy Municipal Requirements

- i. On or before September 1 of each year the list of information below must be made available to the public at the municipal office. Many of these policies and plans exist in Elk Ridge Utility today. The JC recommends adopting existing Utility policies and plans during the Implementation Phase, unless there is good reason to do otherwise.
 - The municipality's current waterworks rate policy and capital investment strategy;
 - A brief statement on the previous year's total waterworks revenues, expenditures, debt payments and transfers to and from all funds;
 - A comparison of the waterworks revenue expenditures plus debt payments (Note: this is referred to as the "sustainability ratio" and has been incorporated into Elk Ridge Utility's Capital Planning Process since 2019);
 - The municipality's current waterworks reserves;
 - A copy of the most recent waterworks and sewage works assessments;
 - Capital plans (projects, costs and timing) that the municipality has established and sources of funding for the infrastructure projects;
 - Any current agreement respecting the provision of municipal waterworks services.

Transition Steering Committee and Transition Team

The Joint Committee's mandate will be completed after Elk Ridge Utility Members vote on a resolution of "Intent to Dissolve Elk Ridge Utility Ltd", and after Council has formally voted on a motion of "Intent to Establish a Public Utility. At that time, the JC will be dissolved, and the public utility initiative will transition to the Implementation Phase.

- i. Should Council approve the establishment of a public utility, it is recommended that Council establish a Transition Steering Committee who can assist and provide oversight over the transition plan, budget and key deliverables. The Steering Committee will have no authority over the operations or business affairs of Elk Ridge Utility as it will continue to be under the control of the Utility Board of Directors until dissolution;
- ii. The JC recommends that Council draft the Steering Committee Terms of Reference and selects its representatives as soon as possible after approving establishment of a public utility;

- iii. The JC recommends that the Steering Committee be comprised of a minimum of 5 people. We recommend that the committee be comprised of a Transition Coordinator, the Utility Secretary-Treasurer, 1 director from Elk Ridge Utility, 1 person from Council, and the CAO. There may be a need for more positions on the committee as the Transition Plan evolves. In recognition of the expressed concern for a loss of influence and control by the Condo Corps, the JC recommends that Council also consider appointments to the committee from the Condo Corps based on merit;
- iv. The JC recommends that Steering Committee Transition Coordinator be responsible for coordinating the development, management and execution of the transition plan.

Future Governance to Consider an Advisory Committee

- i. In order to mitigate the risk of a delay or disruption in waterworks operations and service, the JC recommends that Council establish an Advisory Committee ("AC");
- ii. It is recommended that the AC be established on the date of transfer. Ideally, the AC would get a hand-off directly from the Elk Ridge Utility Board as a means to assure operational continuity. Therefore, there may be merit in Council considering the appointment of some or all of former Utility Board members onto the AC;
- iii. In recognition of the expressed concern for a loss of influence and control by the Condo Corps, the JC recommends that Council also consider appointments to the committee from the Condo Corps, but it should also consider establishing a process to evaluate the merits of the appointee;
- iv. The JC recommends that Council draft the Terms of Reference for the AC, as well as appointing between 3 – 7 representatives, 2 months prior to the transition date.

Future Organizational Structure and Staffing

- i. The JC recommends that Council establish a Public Works department. Council has already decided that existing employees be offered employment with the public utility under the Resort Village;
- ii. The JC recommends that Council consider hiring a Public Works Manager, to direct, manage and oversee all matters of public works, as well as the lead or participate in the development of asset management policy, zoning policy, as well as reviewing any development permit and re-zoning applications. This role would be at the same level of work, with similar managerial responsibilities as the current Utility Manager role, which is in the Utility budget, but vacant;
- iii. It is recommended that Council conduct a comparative review of the existing Utility Manager descriptions, CAO role description, and a typical Public Works Manager role description prior to making a final decision on the matter of a Public Works Manager.

Implementation Phase: Milestones and Milestone Dates

- i. Based on advice from its Accounting Advisory firm, the JC is recommending that Council and Elk Ridge Utility establish the following "soft target" milestone dates:
 - Transfer Agreement – 28 June 28, 2024
 - Transfer Date – 1 November 2024
 - Dissolution Date – 19 December 2024

The key transition milestones are described as follows:

- **Transfer Agreement.** This is a term agreement and schedule that outlines the list of assets and permits transferred and pending transfer from Elk Ridge Utility to the Resort Village;
- **Transfer Date.** This is the formal date of transfer when the Resort Village is fully responsible for the day-day operations of water and sewage work ("Day 0"). This would be the first day of the Advisory Committee;
- **Dissolution Date.** The date the Dissolution Certificate for Elk Ridge Utility is issued to the ISC. This should occur 30 days after the Transfer Date.

Post Amalgamation Activities

After the transition date, the JC recommends the following:

- i. That the Condo Corps review and update the information, scope and assumptions in their bylaws, budgets and Reserve Studies, as may applicable;
- ii. That the Resort Village Council conduct a holistic review of its combined public works & utility budgets.

Stormwater Works

Although Stormwater works was considered to be out of scope of the JC's mandate, it was recommended that, Council consider establishing bylaws that achieve the following:

- i. That assure that stormwater work remain free of environmental pollutants and contaminants, assure that the development and construction of stormwater works incorporates EPB 322 guidelines, and assure that the interconnection of stormwater and sewage collection systems and communal sewage systems is prohibited.

8. CONCLUSION

The JC has concluded that establishing a public utility pursuant to the Saskatchewan Municipalities Act is both feasible and beneficial. The amalgamated entity has a set of distinct advantages – particularly in matters of cost structure, financing options, municipal practices and relationships, attraction and retention of staff, and consumer access and transparency. The JC recognizes that these advantages don't necessarily guarantee perfect or risk-free outcomes in the future, but what it has concluded is that the structural benefits, in aggregate, provide a greater opportunity to ensure the long-term viability of waterworks and sewage works in the community.

-END OF REPORT-

ADMINISTRATORS'S REPORT - November 21, 2023

<u>Date</u>	<u>ADMINISTRATION HIGHLIGHTS:</u>
	Completed Munisoft Training. This included Receipts, Tax, General Ledger, Easy Pay, Accounts Payable, Bank Reconciliation and Balancing.
	Nicole Lerat (Mentor) has recommended the RV to: purchase PubWorks 3150 (Munisoft program) to meet the PSAB requirements - asset manage software. For example amortization of roads etc. In addition, Electronic Funds Transfer and PayMate. PubWorks 3150 costs \$4999, EFT \$999, PayMate is \$800. We would need to buy these programs outright, as our current lease has a 5 year term. The primary contact at Munisoft is currently away.
	Working on updating the SAMA maintenance records. Started a Building Permit deposit log.
	Worked with Mentor on Oct 27, 2023 - filing organization, case binders & binders.
	Contract with Routes2Sk regarding outdoor recreation is still a work in process.
	Bank reconciliations done to the end of July.
	We have called the contractor in twice for snow removal.
<u>Date</u>	<u>MINUTES FOLLOW UP</u>
	Still trying to make headway with CRA. I reached out to the auditor for assistance.
	Auditor - beginning the process - she is getting some material from Nicole in Rosthern.
<u>Date</u>	<u>OFFICE NOTES</u>
<u>Date</u>	<u>HR/Personell NOTES</u>
	Nicole Lerat will attend the in-camera session of the meeting
<u>Date</u>	<u>GRANT UPDATES/UPCOMING</u>
<u>Date</u>	<u>RATEPAYER CONCERNS</u>
	Snow removal - ratepayers concerns

**Resort Village of Elk Ridge
Payment Register**

Report Date
2023-11-16 5:04 PM

Batch: 2023-00037 to 2023-00039

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Bank Code: Bank1 - Main Demand

Payment#	Vendor	Date	Amount
Manual Cheque			
274- Man	SUCCESS OFFICE SYSTEMS	2023-10-10	84.26
275- Man	DELL, COLLEEN	2023-10-10	1,253.10
276- Man	CONSTRUCTION CODE AUTHORITY	2023-10-31	168.00
277- Man	BONNEAU, MICHELE	2023-10-31	284.15
278- Man	GREENLAND WASTEDISPOSAL LT	2023-10-31	1,450.30
279- Man	GREENLAND WASTEDISPOSAL LT	2023-10-31	1,746.40
	Total for Manual Cheque:		<u>4,986.21</u>
E-Transfer			
2023-0006	ELK RIDGE RESORT	2023-10-10	525.00
2023-0007	Gary Provender	2023-10-10	175.00
2023-0008	MUNISOFT	2023-10-10	415.14
2023-0009	CANADAREVENUE AGENCY	2023-10-12	604.03
2023-0010	Clint Austin	2023-10-31	674.56
2023-0011	REV - ELK RIDGE RESORT	2023-10-31	0.00
2023-0012	MINISTRY OF FINANCE	2023-10-31	1,434.88
2023-0013	NICOLE LERAT	2023-10-31	1,158.20
	Total for E-Transfer:		<u>4,986.81</u>
Online Banking			
2023-0039	MINISTRY OF FINANCE	2023-10-10	30,786.93
2023-0040	McKay, Garry	2023-10-10	161.82
2023-0041	Saskpower	2023-10-10	833.49
2023-0042	Sasktel	2023-10-10	228.61
2023-0043	SASKENERGY	2023-10-12	75.08
2023-0044	Saskpower	2023-10-12	86.18
2023-0045	Saskpower	2023-10-31	890.02
	Total for Online Banking:		<u>33,062.13</u>
	Total for Bank1:		<u><u>43,035.15</u></u>

Payments Printed: 21

RESORT VILLAGE OF ELK RIDGE						
Statement of Financial Activities - Summary						
for the Period Ending October 31, 2023						
	CURRENT	YEAR TO DATE	2022 YTD	YEAR END FORECAST	BUDGET	OVER/UNDER BUDGET
REVENUES:						
Taxation	\$ 294.92	\$ 297,331.64	\$ 289,789.60	\$ 289,789.60	\$ 287,737.00	\$ 2,052.60
Fees & Charges	\$ 75.00	\$ 450.00	\$ 7,080.00	\$ 25,000.00	\$ 18,845.00	\$ 6,155.00
Maint. & Dvt. Charges	\$ -	\$ 6,033.00	\$ 25,507.24	\$ 6,000.00	\$ 11,000.00	\$ -
Grants		\$ 35,326.10	\$ 31,071.20	\$ 35,326.10	\$ 36,848.00	\$ -
Other Revenue/Interest			\$ 8,037.00	\$ 8,000.00	\$ 8,000.00	
TOTAL REVENUES	\$ 369.92	\$ 339,140.74	\$ 361,485.04	\$ 364,115.70	\$ 362,430.00	\$ 8,207.60
EXPENDITURES						
General Government Services	\$ 6,848.77	\$ 76,023.00	\$ 106,614.24	\$ 100,000.00	\$ 109,857.00	\$ -9,857.00
Protective Services	\$ -	\$ 30,303.08	\$ 25,680.88	\$ 30,303.08	\$ 33,800.00	\$ -
Transportation Services	\$ 5,147.90	\$ 29,325.15	\$ 30,827.10	\$ 106,072.00	\$ 106,072.00	\$ -
Environmental Health Services	\$ 3,219.46	\$ 15,949.42	\$ 18,544.43	\$ 20,000.00	\$ 29,100.00	\$ -
Planning & Dvt. Services	\$ 160.00	\$ 6,570.00	\$ 13,930.00	\$ 10,000.00	\$ 22,000.00	\$ -12,000.00
Rec. & Cultural Services				\$ 12,000.00	\$ 26,800.00	\$ -
Utility	\$ 646.21	\$ 17,672.18		\$ 23,000.00	\$ 13,000.00	
TOTAL EXPENDITURES	\$ 16,022.34	\$ 175,842.83	\$ 195,596.65	\$ 301,375.08	\$ 340,629.00	\$ -21,857.00
Operating Surplus/Deficit	\$ -15,652.42	\$ 163,297.91		\$ 62,740.62	\$ 21,801.00	\$ 30,064.60
Account Balances						
Cash						
Current Bank	\$ -5,445.61	\$ 115,710.89				
Term Deposits	\$ -	\$ 608,000.00				
Total Cash	\$ -5,445.61	\$ 723,710.89			\$ -	
Municipal Taxes Receivable						
Municipal - Tax Receivable - Current	\$ -4,271.52	\$ 36,284.05	\$ 23,143.41			
Municipal - Tax Receivable - Arrear	\$ -1,397.29	\$ -12,906.48	\$ -6,062.39			
Municipal Fire Levy #1 - Current	\$ -470.60	\$ 2,381.96	\$ 1,720.00			
Municipal Fire Levy #1 - Arrears	\$ -101.16	\$ -970.17				
Total Municipal Taxes Receivable	\$ -6,240.57	\$ 24,789.36	\$ 18,801.02		\$ -	
Certified Correct and in accordance with records				Presented to Council On Nov 21, 2023		
				(Date)		
Michele Bonneau, CAO				Garry McKay, Mayor		