Annual Report for 2023-24

Global Transportation Hub

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Letters of Transmittal

The Honourable
Terry Jenson
Minister Responsible for the
Global Transportation Hub

Office of the Lieutenant Governor of Saskatchewan

I respectfully submit the Annual Report for the Global Transportation Hub for the fiscal year ending March 31, 2024.

Honourable Terry Jenson
Minister Responsible for the Global Transportation Hub

Daniel Hersche
President & CEO
Global Transportation Hub

To: The Honourable Terry Jenson
Minister Responsible for the Global Transportation Hub

Dear Minister:

I have the honour of submitting the Annual Report of the Global Transportation Hub Authority for the fiscal year ending March 31, 2024.

Daniel Hersche
President & CEO of the Global Transportation Hub

Overview of the Global Transportation Hub

The Global Transportation Hub (GTH) was established in accordance with *The Global Transportation Hub Authority Act* in August 2013 with a statutory mandate to:

(a) support the economic and social development of Saskatchewan by planning, developing, constructing, managing, regulating, operating, marketing, and promoting a competitive, economic, integrated, and efficient transportation logistics hub that is consistent with safety and environmental standards; and

(b) perform any other duties and carry out any other functions that may be assigned to the authority by an Act or the Lieutenant Governor in Council.

An optimal solution for investment attraction and business operations in the agri-food processing, transportation and logistics, warehousing and distribution, and manufacturing industries, the GTH is a leading force driving Saskatchewan's economic development and growth.

The GTH is the Regina region's primary destination for investment and growth potential, accounting for more than 50% of development-land sales over the past five years. Total private sector capital spending reached the $1B mark this year, with corresponding construction employment expected to peak at over 1,000 jobs in 2025.

The past year of near-record land development and construction activity bodes well for attracting new and supporting businesses into the region, supporting the notion that "growth stimulates growth."

Saskatchewan's abundant natural resources position the province for growth and success. The GTH continues to serve as a key enabler for satisfying global demand for key resources including, but not limited to, food, fuel, and fertilizer.

Growth Plan Alignment

As part of an organizational commitment to long-lasting generational impact, the GTH is aligned with and leading the way for several growth goals in the Government of Saskatchewan's Growth Plan for the Next Decade of Growth 2020-2030.

Saskatchewan's natural resources have made the province extremely attractive to investors and entrepreneurs; this has been accentuated in recent years by global macroeconomic factors. One of the key enabling factors for investment in an export-based economy is the availability of serviced development land. Saskatchewan's focus on value-added food processing and manufacturing, and the availability of development-ready, large land tracts of road-and-rail-serviced land in proximity to a skilled labour pool are essential for attracting future investment opportunities.

Specifically, the GTH has seen success as a major driver of primary job creation; in this next decade we expect to see increases in secondary and tertiary job creation. The GTH has become a best-practice investment model that will brand itself as an economy today, tomorrow, and together.

Progress in 2023-24

Land Sale and Construction Activity

The GTH was abuzz with construction activity throughout 2023-24. Approximately one quarter of the entire land footprint had extensive construction activity related to roads, rail, utility services, and land development. Highlights include:

- **Cargill's Canola Crush Facility:** The largest in-progress project currently underway at the GTH is Cargill's Canola Crush Facility. This project is currently Cargill's largest construction project not only in Canada, but is in fact the largest construction project ever for Cargill. The scale and complexity of the project has garnered attention from Cargill's global network, generating positive exposure for both Regina and Saskatchewan. The 130,000 square feet facility, comprised of 16 buildings, will have processing capacity of 3,500 tonnes per day, extrapolating into one million tonnes of canola seed per year. Since the project's initiation in October of 2021, the facility has undergone several phases of development and is on pace to meet its scheduled completion date. A large contingent of Saskatchewan-based contractors are involved in and contribute to the success of the project (e.g., Graham Construction as general contractor, Broda Construction facilitating civil earthwork, Keller overseeing pile systems, Ardel Steel suppling and installing rebar, A&B Rail supporting rail line connections into CPKC and CN). On-site construction progress is over 40% complete with 1.5 million person-hours expended to date. There are currently 450 people employed on the project; this number is expected to peak at 700 during the 2024 construction season.

- **4Tracks Ltd. Operations Facility**: Purchased in May 2023, this 16,250 square foot office, warehouse, and wash bay is spread out on a portion of a 15-acre land parcel and is on track for its planned completion in summer 2024. The Winnipeg-based company is a key delivery provider to neighbouring Loblaws. 4Tracks plans to develop their land in two phases and will use its Phase Two parcel for future growth plans within the GTH to serve the region.

- **SaskPower's Logistics Warehouse Complex:** This complex covers approximately 109 acres and includes four primary buildings totalling approximately 365,000 square feet of industrial warehousing inventory. Phase One of the project completed in January 2024, with Phase Two scheduled to commence in summer 2024. This project will replace existing SaskPower buildings nearing the end of their lifecycle. Once complete, the complex will become the operational base for service and support operations including logistics, metering, fleet, safety, and distribution and transmission operations.

Relationship and Reputation Activity

In 2023-24, the GTH continued to strengthen and solidify its reputation as both a well-managed, well-positioned, and well-served and serviced inland port authority, and an investment destination of choice. A number of efforts and initiatives made this possible, including:

- Delivering presentations to various regional stakeholders;
- Facilitating industry stakeholder tours;
- Conducting on-site meetings with businesses located at the GTH; and
- Investing in new and existing service-partner relationships, such as:
    - Joint branding and marketing efforts with Colliers;
    - Multi-disciplinary engineering services and solutions care of Associated Engineering;
    - Land maintenance and stewardship in partnership with Ecocare; and
    - Optimizing infrastructure and services with provincial utility companies and the City of Regina.

Further, the GTH's unique regulatory model enables the organization to quickly respond to tenant needs; for example, in 2023-24 the GTH secured bus service to the site to address a priority need for Loblaws. Early and ongoing engagement, along with a tight-knit network of businesses all committed to creating a stronger Saskatchewan, sets the GTH apart and supports future municipal planning, land sale initiatives, and sustainable revenue gains.

Financial Results

The GTH continued to improve its financial position in 2023-24, recording a net income of $1.22 million (M). This result is largely due to consistent momentum with land sales and development over the past two years. The debt-to-equity ratio continued to drop from 0.79 to 0.65, mainly due to $3M of debt repayment over the fiscal year. Net debt also slightly increased as cash reserved for completing significant utility work and over $2.2M in capital infrastructure project spending was executed. These building blocks of long-term financial sustainability and effective cost management are firmly in place for the GTH to maintain its world-class infrastructure and attract further investment into Saskatchewan well into the future.

Governance

The GTH Board of Directors is responsible for setting direction and guiding the inland port authority in fulfilling its mandate as well as setting goals and objectives for corporate performance. The Board reviews performance and assists in the development of key strategic priorities. Members of the GTH Board are as follows:

Terry Baker, Chair – Mr. Baker, ICD.D is the President of Franklin Land & Cattle Co., a century old mixed farm located in West Central Sask. A non-practicing Civil Engineer, he was the former Chair of Saskatchewan Wheat Pool, the founding Chair of Viterra, long serving board member of Nutrients For Life Canada and the former chair of the Saskatchewan Health Research Foundation. Mr. Baker currently serves as Chair of Agrivita, Canada's national not-for-profit corporation promoting health and safety research and its effective application to the agricultural sector.

Nithi Govindasamy, Vice-Chair – Mr. Govindasamy is a long-time civil servant, who retired as Deputy Minister, Ministry of Highways for the Saskatchewan government in 2017. His 35-year public sector career included leadership roles in the Ministries of Agriculture in both Saskatchewan and Alberta. Most recently, Mr. Govindasamy served as a senior advisor at the GTH where he introduced the organization to his national and international agriculture network.

Valerie Sluth – Ms. Sluth, MBA, FCMC, ICD.D, is the founder and CEO of Praxis Consulting. Val has successfully built Saskatchewan's largest locally owned management and research consulting firm. She has provided advisory services across Canada including private, public, crowns, Indigenous entities, and NGOs. Her practice areas include corporate strategy, governance, and engagement. Val has served as the RBC Executive Women in Residence at the Hill and Levene Schools of Business, and has held multiple board positions including past chair of the Saskatchewan Chamber of Commerce, past Director with Canadian Chamber of Commerce, and past Canadian trustee to the International Council of Management Consulting Institutes.

John Dipple – Mr. Dipple has extensive experience as a legal professional advising senior management and boards of national and international corporations, crown corporations, provincial & municipal governments and other public sector organizations on a range of legal matters, including on project development and governance. He led legal teams on major construction and infrastructure projects in Canada and the United States. He retired from MLT Aikins after a 35 year legal career with the firm. He has also served as a director on provincial and national non-profit boards, as well as many other community organizations.

2023-24 Financial Overview

Global Transportation Hub

Management's Responsibility for the Financial Statements
For the Twelve Month Period Ended March 31, 2024

The accompanying financial statements are the responsibility of the management of the Global Transportation Hub (GTH). They have been prepared in accordance with generally accepted accounting principles for the public sector, using management's best estimates and judgments, where appropriate. Management is responsible for the reliability and integrity of the financial statements, the notes to the financial statements and other financial information contained in this report.

Management is also responsible for maintaining a system of internal controls, policies and procedures designed to provide reasonable assurance that assets are safeguarded and that accounting systems provide timely, accurate and reliable financial information.

The GTH Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal controls. The Provincial Auditor of Saskatchewan expresses an independent opinion on these statements and their report follows.

On behalf of the GTH,

Daniel Hersche
President and Chief Executive Officer

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of the Global Transportation Hub Authority (GTHA), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, change in net financial debt, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the GTHA as at March 31, 2024, and its financial performance and its 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 Financial Statements* section of our report. We are independent of the GTHA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

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

Those charged with governance are responsible for overseeing the GTHA's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the GTHA's internal control.

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- 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 GTHA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the GTHA to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during the audit.

Regina, Saskatchewan
May 26, 2024

Tara Clemett, CPA, CA, CISA
Provincial Auditor
Office of the Provincial Auditor

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Statement 1
GLOBAL TRANSPORATION HUB AUTHORITY

Statement of Financial Position

As at March 31, 2024
(thousands of dollars)

	2024	2023
Financial assets		
Cash	$ 2,089	$ 4,240
Accounts receivable (note 11)	1,090	723
	3,179	4,963
Financial liabilities		
Accounts payable & accrued liabilities	4,641	2,621
Payable to Ministry of Highways and Infrastructure (note 10)	2,860	2,860
Customer deposit	10	24
Deferred revenue	3	13
Term debt (note 4)	19,000	22,000
	26,514	27,518
Net financial debt	(23,335)	(22,555)
Non-financial assets		
Prepaid expenses (note 5)	2,695	2,247
Property held for sale (note 6)	22,154	22,541
Tangible capital assets (note 9)	27,629	25,688
	52,478	50,476
Accumulated surplus (Statement 2)	**$ 29,143**	**$ 27,921**

Contractual obligations (note 7)
Contractual rights (note 8)
(See accompanying notes to the financial statements)

Statement 2
GLOBAL TRANSPORATION HUB AUTHORITY

Statement of Operations

For the Year Ended March 31, 2024
(thousands of dollars)

	2024 Budget (Note 3)	2024	2023
Revenue			
Land sales	$ 4,600	$ 5,700	$ 38,965
Land leases	8	8	8
Property tax	3,595	3,696	3,468
Permits and fees	1	445	1
Other	217	292	229
	8,421	10,141	42,671
Expenses (Note 12)			
Land and development costs	1,047	2,265	17,947
Authority management	1,763	3,091	1,638
Permits and fees	32	146	751
Professional services	911	843	2,545
Operating expenses	2,297	2,574	2,239
	6,050	8,919	25,120
Annual surplus (deficit)	**2,371**	**1,222**	**17,551**
Accumulated surplus, beginning of year	27,921	27,921	10,370
Accumulated surplus, end of year (Statement 1)	**$ 30,292**	**$ 29,143**	**$ 27,921**

(See accompanying notes to the financial statements)

Statement 3
GLOBAL TRANSPORATION HUB AUTHORITY

Statement of Change in Net Financial Debt

For the Year Ended March 31, 2024
(thousands of dollars)

	2024 Budget (Note 3)	2024	2023
Annual surplus (deficit)	$ 2,371	$ 1,222	$ 17,551
Additions to tangible capital assets	(3,855)	(2,155)	$ (970)
Disposal of tangible capital assets	-	-	3,116
Reclassification of tangible capital assets	-	(387)	(8,134)
Amortization of tangible capital assets	662	601	588
	(3,193)	(1,941)	(5,400)
Additions to property held for sale	2,680	387	734
Sale of property held for sale	-	-	8,134
(Increase) decrease of prepaid expenses	(82)	(448)	51
Decrease (increase) in net financial debt	1,776	(780)	21,070
Net financial debt – beginning of year	(22,555)	(22,555)	(43,625)
Net financial debt – end of year	**$ (20,779)**	**$ (23,335)**	**$ (22,555)**

(See accompanying notes to the financial statements)

Statement 4
GLOBAL TRANSPORATION HUB AUTHORITY

Statement of Cash Flows

For the Year Ended March 31, 2024
(thousands of dollars)

	2024	2023
Cash used in operations		
Annual surplus (deficit)	$ 1,222	$ 17,551
Non-cash items in annual deficit		
Amortization expense	601	588
Changes in working capital		
Accounts receivable	(367)	(123)
Property held for sale	387	8,134
Accounts payable & accrued liabilities	2,020	1,423
Payable to Ministry of Highways and Infrastructure	-	(4,519)
Customer deposit	(14)	9
Deferred revenue	(10)	13
Prepaid expenses	(448)	51
	3,391	23,127
Cash flows used in capital activities		
Additions to tangible capital assets	(2,155)	(970)
Property held for sale	(387)	734
Disposal of tangible capital assets	-	3,116
	(2,542)	2,880
Cash flows from financing activities		
Repayment of long term debt	(3,000)	(10,000)
	(3,000)	(10,000)
Total cash outflows during year	(2,151)	16,007
Cash, beginning of year	4,240	(11,767)
Cash, end of year	**$ 2,089**	**$ 4,240**
Interest paid	$ 1,322	$ 1,057

(See accompanying notes to the financial statements)

Notes to the Financial Statements

1. Status of Global Transportation Hub Authority

The Global Transportation Hub Authority (the "GTHA") was established as a Treasury Board Crown corporation by Order in Council 492/2009 dated June 24, 2009. Effective August 6, 2013, the *Global Transportation Hub Authority Act* was passed and gives the GTHA authority over land use, planning and regulation, infrastructure asset ownership and rights to property taxes.

The GTHA holds a mandate to advise on, plan, develop, construct, operate, manage, and promote Saskatchewan's Global Transportation Hub in a manner that:

- creates an investment and operating environment for business that is secure, efficient, coordinated, and orderly; and,
- is consistent with the social and economic development of the province.

2. Significant Accounting Policies

Pursuant to standards established by the Public Sector Accounting Board, the GTHA is classified as another government organization. These financial statements are prepared using Canadian public sector accounting standards. The statement of re-measurement gains and losses has been omitted as there were no relevant transactions to report.

The following policies are considered significant:

a) Revenue

Property sales (i.e., land, building) are recognized as revenue when the risk and rewards of ownership are transferred, and the amount can be reasonably estimated, and collectability is reasonably assured. Property tax revenues are recognized as they are earned. Land lease revenues are recognized over the term of the lease in the period they are earned. Permit and other revenue is recognized as revenue in the year it is earned.

Deferred revenue relating to building and development permits is billed at the outset of construction and is recognized into revenue as the permitting process occurs throughout construction.

b) Land and Development Costs

Land and development cost expense are recognized in the year that the associated land sales revenue is recognized.

The cost of land sales relates to the initial purchase, grading costs and contributions to regional infrastructure improvements directly associated with the land sold. Costs related to land development for roads, undergrounds and other infrastructure constructed on common lands are capitalized and amortized over their useful lives.

c) Property Held for Sale

Property held for sale is made up of land and a building to be sold in future periods. Land held for sale consists of the costs of acquiring land held for sale, grading, utility connections, and municipal reserve costs incurred on any land to be sold. The building was recorded at its cost to the GTHA. All inventories are held at the lower of cost or net realizable value. Property held for sale that is recorded as a non-financial asset is due to the uncertainty surrounding the sale of property within the next twelve months. Property Held for Sale recorded as a financial asset is reasonably anticipated that the sale to a purchaser external to another government entity will be completed within one year of the financial statement date and meet all other criteria outlined in Canadian public sector accounting standards section 1201.55.

d) Tangible Capital Assets

Tangible capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Tangible capital assets, excluding land, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Roadways	40 years
Undergrounds	75 years
Storm water management	100 years
Fixtures and equipment	1 – 20 years

Leasehold improvements are amortized over the remaining lease period.

e) Pensions

GTHA employees participate in the Public Employees' Pension Plan (PEPP) which is a defined contribution pension plan. The GTHA follows defined contribution plan accounting for its participation in the plan. Accordingly, the GTHA expenses all contributions (8.6% of employee salaries) it is required to make in the year.

f) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of financial assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in the Statement of Operations in the period in which they become known.

g) Financial Instruments

All financial instruments are measured at amortized cost.

h) Amendments to Standards

The following new standard was adopted:

PS 3400 Revenue (effective April 1, 2023) will provide the guidance for recognition, measurement, and presentation of revenues common to government other than tax revenues and government transfers.

There was no significant impact to the financial statements or notes upon adoption of this new standard.

i) New Accounting Standards

The following new accounting standard will be coming into effect as of the date indicated below:

The Conceptual Framework for Financial Reporting in the Public Sector (effective April 1, 2026), which builds upon the previous conceptual framework to a new foundation for public sector financial reporting standard setting.

PS 1202 Financial Statement Presentation (effective April 1, 2026) establishes requirements for the presentation of information in general purpose financial statements.

The GTHA plans to adopt both standards on the effective date and has plans to analyze the impact this will have on these financial statements.

3. Budget Approval

The budget figures are presented for comparison purposes. The GTHA's 2023-24 budget was approved by the Board of Directors on December 15, 2022.

4. Bank Indebtedness and Term Debt

A line of credit operating loan of $7.5 million (at prime rate less .50%) has been approved. The balance outstanding as of March 31, 2024 is $0 (March 31, 2023 – $0), and is repayable on demand. Prime rate on March 31, 2024 is 7.20% (March 31, 2023 – 6.70%).

Term debt is as follows:

	2024	2023
Royal Bank Loan with interest at prime rate less .50%	$ 19,000	$ 22,000

The loan term was extended during the year; the loan is repayable in full on the earlier of receipt of the net proceeds on sale of developed land or August 31, 2025.

5. Prepaid Expenses

During fiscal 2019, an agreement was signed with the City of Regina to provide water, wastewater and transportation services. An initial payment of $3,350 was made to compensate the City for actual benefits received to date and the GTHA's portion of planned future projects based on the GTHA's current impact. The portion that relates to the future expense associated with planned projects is recorded as a prepaid expense.

6. Property Held for Sale

Of the estimated remaining 492 acres to be sold or leased, 295 acres were assembled and are currently held by the Ministry of Highways (MHI) and exclusive of GTHA statements. As this land is sold to clients, MHI is compensated by the GTHA for all costs incurred. The remaining 197 acres are held by the GTHA.

7. Contractual Obligations

Contractual obligations include:

	2024	2023
Associated Engineering	$ 276	$ -
Clean Landscapes (EcoCare)	268	268
CIR Commercial Realty Inc. (Colliers)	210	615
MBC Group (Walker Projects)	-	43
Total	**$ 754**	**$ 926**

The above contractual obligations do not include those contracts which are paid on a usage basis. The GTHA has also entered into three separate contracts with the City of Regina: two five-year contracts expiring December 31, 2024 for the provision of fire services and assessment and collection of property taxes, and a contract expiring December 31, 2040 for the provision of water and sewer servicing for which service fees are calculated based on up-to-date information each year.

During 2014-15 the GTHA entered into a 15-year lease for head office space. Non-cancellable operating lease payments are as follows (thousands of dollars):

2025	$ 105
2026	109
2027	109
2028	109
2029	109
Thereafter	63
Total	**$ 604**

During the year ended March 31, 2024 the Authority recognized $0 (2022 - $0) as rent expense related to operating leases. This property has been subleased to an external party as discussed in Note 8.

8. Contractual Rights

During 2019-20, the GTHA entered into a sublease agreement with an external party for the use of its head office which expires in 2029. As of March 31, 2024, the remaining rent payments to the end of the term of the sublease are $481 (2023 - $557). GTHA recorded a liability of $122 (2023 - $148) to reflect the fact that the rent payments under the sublease do not offset the operating lease payments associated with its head office lease.

9. Tangible Capital Assets

	2023-24						2022-23
	Leasehold improvements	Roadways	Undergrounds	Storm water management	Fixtures and Equipment	Total	Total
Opening cost	$ 1,310	$ 17,050	$ 10,206	$ 3,793	$ 570	$ 32,929	$ 35,745
Additions during the year	-	2,307	219	16	-	2,542	971
Disposals during the year	-	-	-	-	-	-	(3,787)
Closing cost	$ 1,310	$ 19,357	$ 10,425	$ 3,809	$ 570	$ 35,471	$ 32,929
Opening accumulated amortization	$ 1,310	$ 3,844	$ 1,277	$ 274	$ 536	7,241	$ 7,323
Annual amortization cost	-	429	137	32	3	601	588
Amortization related to disposals	-	-	-	-	-	-	(670)
Closing accumulated amortization	$ 1,310	$ 4,273	$ 1,414	$ 306	$ 539	$ 7,842	$ 7,241
Net book value of tangible capital assets	$ -	$ 15,084	$ 9,011	$ 3,503	$ 31	$ 27,629	$ 25,688

10. Payable to Ministry of Highways and Infrastructure

The amount payable of $2860 to the Ministry of Highways and Infrastructure (MHI) was formerly held as deferred revenue for the use of land to obtain borrow material to be used in road construction. During 2017-18 the MHI relinquished this right, and the Authority agreed to repay this amount at a per acre rate as the first 55 acres of land within designated parcels of land are sold.

11. Financial Instruments

The GTHA's financial assets consist of cash and accounts receivable. Financial liabilities consist of accounts payable, customer deposits and debt.

Financial risk management

The Board of Directors ensures that the GTHA has identified its major risks and ensures that management monitors and controls them. The Board of Directors oversees the GTHA's systems and practices of internal control and ensures that these controls contribute to the assessment and mitigation of risk.

The GTHA has exposure to the following risks from its use of financial instruments: credit risk, interest rate risk and liquidity risk.

a) Credit risk

The GTHA is exposed to credit risk from the potential non-payment of accounts receivable. The GTHA's receivables are primarily from the companies who have purchased land or property tax revenues receivable.

The carrying amount of accounts receivable represents the maximum credit exposure as follows:

	2024	2023
Accounts receivable	$ 1,090	$ 723

The GTHA manages its credit risk surrounding accounts receivable by dealing solely with reputable customers and ensuring security.

Management reviews accounts receivable on a case-by-case basis to determine if a valuation allowance is necessary to reflect impairment on collectability.

b) Interest rate risk

Financial liabilities with variable interest rates expose the GTHA to cash flow interest rate risk. The GTHA's debt outstanding as of March 31, 2024 has a variable interest rate.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

As of March 31, 2024 had prevailing interest rates increased or decreased by 1% it would result in a change in annual interest payments of $190

c) Liquidity risk

Liquidity risk is the risk that the GTHA will not be able to meet its financial obligations as they become due.

The GTHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities.

The term debt and line of credit operating loan are the principal instruments used to monitor and manage the liquidity risk, as discussed in Note 4.

12. Expenses by Object

	2024 Budget	2024	2023
Salaries & benefits	$ 143	$ 219	$ 169
Purchased goods and services	4,034	6,777	23,306
Interest	1,210	1,322	1,057
Amortization	663	601	588
Total	**$ 6,050**	**$ 8,919**	**$ 25,120**

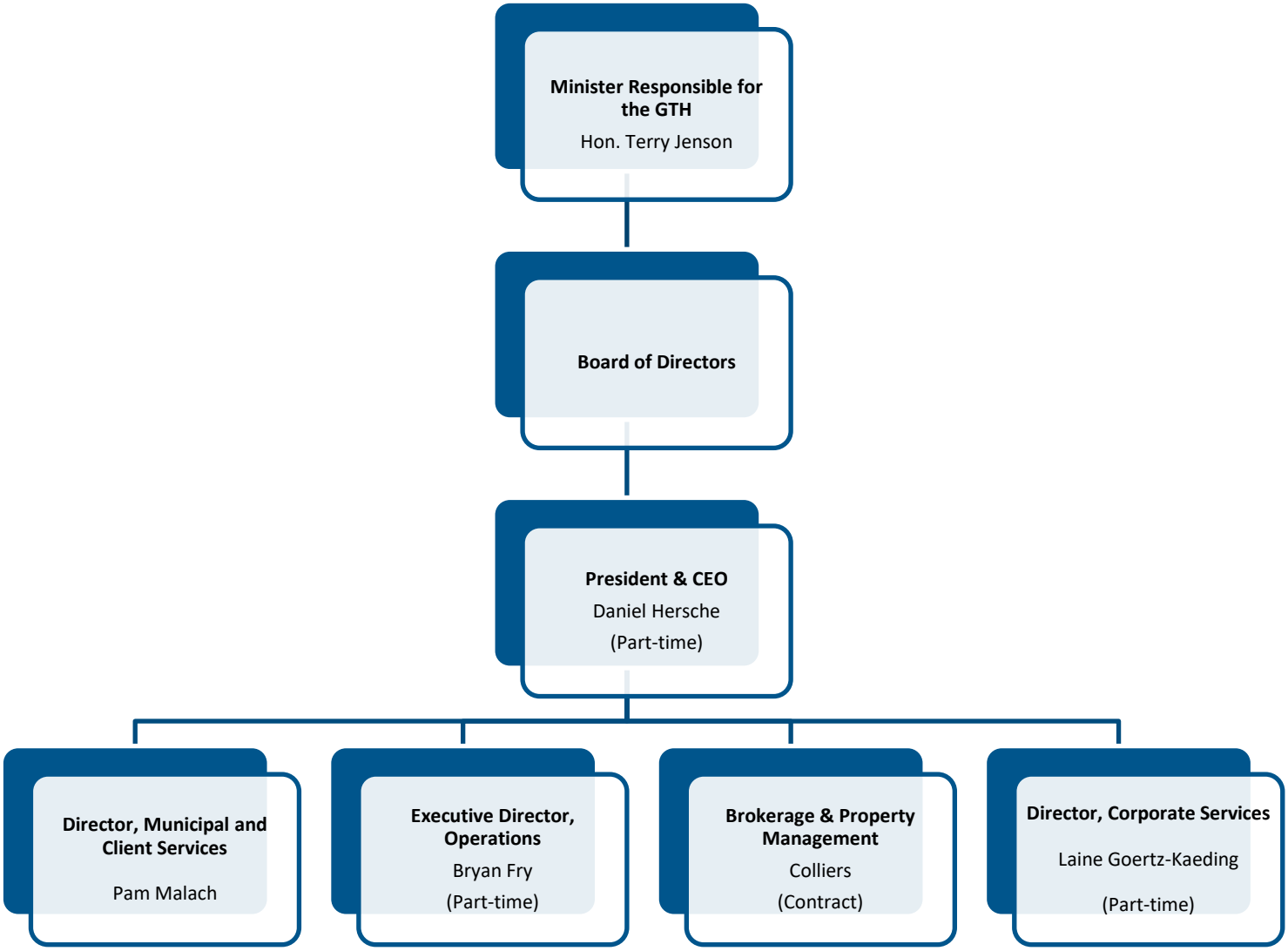
13. Pension Contributions

During the year, the GTHA contributed $0 (2023 - $0) to PEPP.

Appendix A:

GTH Organizational Chart

As of March 31, 2024



Appendix B:

Payee Report

Employees

Individual payees are reported where remuneration paid to them totals at least $50,000. Remuneration includes salaries, wages, bonuses, payments in lieu of notice, vacation payouts and other taxable benefits paid to employees with a minimum threshold of $50,000. Payments of pension funds to, or on behalf of, active or retired employees are not reported.

Employee	Remuneration
FRY, BRYAN	64,386
HERSCHE, DANIEL	124,309
MALACH, PAM	79,614

Suppliers and Other Payments

Individual payees are reported where the sum of payments to them total at least $50,000.

Vendor	Remuneration
AON REED STENHOUSE INC	50,000
ASSOCIATED ENGINEERING LTD	123,604
CGI REALTY ADVISORS LTD	147,503
CIR COMMERCIAL REALTY	476,373
CITY OF REGINA	759,290
ECOCARE LTD.	498,987
MBC GROUP (WALKER PROJECTS)	305,016
MCKERCHER	209,887
MINISTRY OF HIGHWAYS & INFRASTRUCTURE	681,018
MLT AIKINS	123,614
PROFESSIONAL BUILDING INSPECTIONS, INC	285,820
SASKENERGY	192,556
SASKPOWER	496,482
WF BOTKIN CONSTRUCTION LTD	2,347,172