

CITY OF YORKTON
REGULAR COUNCIL MEETING AGENDA
Monday, September 20, 2021 - 5:00 p.m.
Council Chambers, City Hall

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **PUBLIC ACKNOWLEDGEMENTS**
4. **APPROVAL OF MINUTES**
 - Regular Council Meeting Minutes – August 30, 2021
 - Committee of the Whole Council Meeting Minutes – September 13, 2021
5. **UNFINISHED BUSINESS**
6. **REPORTS OF COUNCIL COMMITTEES AND MATTERS REFERRED**
7. **HEARING OF PETITIONS, PUBLIC NOTICES AND PRESENTATIONS**
 - Cumberland College and Parkland College – Presentation – Strategic Plan and Innovation Work
 - CN Police – Presentation – Public Awareness - Rail Safety Week September 20-25, 2021
 - York Lake Regional Park Board – Presentation – Request for Fee for Service of Bylaw Enforcement and Building Permit Issuance and Inspections
8. **BUSINESS ARISING OUT OF PETITIONS, PUBLIC NOTICES AND PRESENTATIONS**
 - Bylaw & Safety Supervisor
 - Response to York Lake Regional Park Authority Board Request
9. **CORRESPONDENCE**
10. **BYLAWS**
11. **ADMINISTRATIVE REPORTS**
 - Director of Recreation & Community Services
 - York Lake Regional Park Constitutional Amendments
 - Assessment and Taxation Manager
 - Tax Enforcement - Request Transfer of Title
 - Director of Recreation & Community Services and aodbt Architecture
 - Deer Park Clubhouse Design Update & Cart Storage Direction
 - Director of Engineering & Asset Management
 - Deer Park Clubhouse - Water & Sewer Servicing Update
 - Director of Legislation & Procedures (City Clerk)
 - Council Meeting Calendar 2022
 - Recommendations from the Committee of the Whole – Council Priorities Quarter 3 Update - September 13, 2021
12. **GIVING NOTICE OF MOTION**
13. **IN CAMERA SESSION**
14. **ADJOURNMENT**

Raelyn Knudson

Subject: Cumberland/Parkland College Presentation
Attachments: Coalition Strategic Plan 2020 - 2025_Aproved.pdf

From: Mark Hoddenbagh <m.hoddenbagh@parklandcollege.sk.ca>
Sent: Thursday, September 16, 2021 1:48 PM
To: Lonnie Kaal <LKaal@yorkton.ca>
Subject:

Hi Lonnie -

Find attached the Strategic Plan.

Mark Hoddenbagh, the President and CEO of Parkland College and Cumberland College, will provide an introduction to the Parkland College/Cumberland College Coalition and its Coalition Strategic Plan 2020-2025. He will introduce ideas on enhancing collaboration between the colleges and their communities, including municipal governments. Mark will also brief Council on efforts to stimulate innovation and entrepreneurship in our region. He will encourage discussion on deepening the relationship between the City and the College.

Mark

J. Mark A. Hoddenbagh, Ph.D., PSGov
President & CEO
Cumberland College & Parkland College
(P) 306-728-6588 (C) 306-620-6158

mhoddenbagh@cumberlandcollege.sk.ca m.hoddenbagh@parklandcollege.sk.ca

Cumberland College campuses are situated on Treaty 4, Treaty 5, and Treaty 6 Territories and the Homeland of the Métis. Parkland College campuses are situated on Treaty 4 Territory and the Homeland of the Métis.



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STRONGER TOGETHER

Coalition
Strategic Plan
2020 - 2025

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MESSAGE FROM THE BOARD CHAIRS AND PRESIDENT

“Unprecedented” — “has never been experienced or happened before”.

We are living in unprecedented times. We are educating and training in unprecedented times. We are seeking to meet the needs of our employers in unprecedented times. We are working to meet the diverse needs of our learners in unprecedented times. We are introducing a significant shift in how we deliver programs and services in unprecedented times.

Although COVID-19 has had an unprecedented negative impact on our operations in many ways, it also produced some unprecedented positive results. The plan to transition to a blended learning and blended working environment was moved up by some three years as we had to adapt virtually instantaneously to a new reality. With substantive achievement of this goal, we now have the opportunity to focus time and resources on other goals that may not have been considered for years.

In this environment, on behalf of our Boards of Governors and our staff, we are pleased to present the 2020-2025 Coalition Strategic Plan. This plan incorporates a new model for developing our students and staff — the “E-Shaped Learner,” wherein we desire to develop Technical skills *and* Employability, Entrepreneurial, and Electronic Literacy skills. These are skills that employers are wanting in new hires and their existing staff. Colleges are good at developing technical skills in a learner’s chosen field. The Employability and Entrepreneurial skills address the so-called “soft skills” gap that employers often wish students could acquire prior to graduation. Electronic Literacy deals with the fact that many students use technology for entertainment and communication, but much less as a work or productivity tool.

As you read about our challenges and opportunities, you will be impressed with the magnitude of the task before us. As you delve into our strategy to address these, we trust you will be moved by our pluck, resilience, and vision, and be considering how you can collaborate with us on this magnificent journey!

As Treaty People, we look forward to working with our learners, staff, governments, employers, Indigenous Peoples, and communities to further develop our colleges, through the Coalition, to be relevant, agents for change, trendsetters, and stimulants for sustainable development in Northeast and East Central Saskatchewan, our great province, nationally, and around the world.

On behalf of the Boards of Governors
of Cumberland College
and Parkland College,

Ray Sass and Corinna Stevenson
Coalition Co-Chairs

On behalf of
our students and staff,

J. Mark A. Hoddenbagh, Ph.D.
President and CEO
Cumberland College & Parkland College

INTRODUCTION

We are all Treaty People in the Northeast and East Central regions covered by Cumberland College and Parkland College. We acknowledge that the colleges are situated on Indigenous Peoples' territories that are covered by Treaties 4, 5 and 6, the homeland of the Métis People, and the adopted home of non-Indigenous Peoples from around the world. As Treaty People, we are committed to working with our learners, employers, governments, and communities to explore, develop, and implement initiatives that benefit all stakeholders.

The world drastically changed in 2020. The COVID-19 pandemic resulted in a financial crisis, a decrease in social activity, and an entirely new way of interaction. Life has become more complicated and people more hesitant. The way that we work, play, govern, and learn is not the same as it was even just a year ago.

The world of post-secondary education (PSE) has not been immune to these changes. PSE in Saskatchewan has never seen a more challenging time, but it has also never seen a time of such great potential and opportunity. Where some would see budget constraints, falling student numbers, and health-induced social restrictions as a problem, we see them as the catalyst for a leap into a sleek, modern, streamlined approach to education that will actually result in growth for colleges and success for students.

Where some would look back on a year no one could have predicted and claim that planning for the future at a time like this might be difficult, we believe that now is the perfect time to dream big, plan smart, and realize the goals we have as institutions of higher learning. We must be able to innovate, evolve, and adapt to anything that might come our way.

The Cumberland/Parkland Coalition Strategic Plan 2020-2025 sets the foundation for how we will move forward and how we will turn **adversity to advantage**.



AT A GLANCE



- Campuses in Melfort, Tisdale, and Nipawin
- 75 employees
 - 52 FTE (full time equivalent) positions
- 963 individuals enrolled in 2019-20
- 418 FLE (full load equivalent) students



- Specialized facilities:
 - Health care simulator
 - Multi-purpose trades

THE COALITION

The Coalition was established in 2018-19 by the Boards of Cumberland College and Parkland College. The pilot partnership is exploring new ways for Saskatchewan regional colleges to work together to improve operational efficiencies in resource use and enhance organizational effectiveness in impacting students, employers, and communities.

The Coalition is guided by five principles:

1. Strong connections to regional learners and industry maintained;
2. Transformation should position college sector to achieve benefits;
3. Transformational change is a journey not a destination;
4. Attrition will be primary means to achieve organizational change; and
5. Changes to the system will be assessed and adapted continuously.

The first year (2019-20) was used to establish solid working relationships, governance structures, and organizational alignment. The Coalition took time to listen to the voices of our internal and external stakeholders with the goal of satisfying a major deliverable of the Coalition: the creation of a five-year strategic plan.

Based on the five principles above, feedback from learners, staff, employers, and community representatives, and input from the Boards, the 2020-2025 Strategic Plan has been shaped.



AT A GLANCE



- Campuses in Yorkton (4), Melville (2), Esterhazy, Fort Qu'Appelle, Canora, and Kamsack
- 199 employees
 - 95 FTE (full time equivalent) positions
- 3,698 individuals enrolled in 2019-20
- 736 FLE (full load equivalent) students



- Specialized facilities:
 - Emergency Services Training Site
 - Agriculture research farm
 - Power boiler
 - Health care simulator
 - Multi-purpose trades

POST- SECONDARY EDUCATION LANDSCAPE

National Landscape

In Canada, post-secondary education (PSE) is facing many challenges.

External challenges include funding pressures as provincial governments seek to balance budgets through cuts, employer expectations that have evolved to require graduates with critical thinking and innovation skills in addition to technical skills, and the building of collaborative relationships with communities. These are exacerbated by COVID-19 concerns such as potential student apprehension over attending a physical PSE location, uncertainty regarding the length of COVID-19 restrictions, and the unknown impact on long term budgets.

Internal challenges include helping students and staff navigate mental health concerns, grappling with the precarious work situations of many employees, physical and technology infrastructure renewal, addressing the recommendations of the Truth and Reconciliation Commission, expanding revenue sources, and maintaining or growing domestic and International student numbers.

COVID-19 has introduced new challenges such as social distancing regulations and the move to blended learning and blended working environments, which have greatly affected both students and staff and will impact institutions into the foreseeable future.

The Canadian economy is in a transition necessitated by the pandemic, and colleges must determine how to best respond to the needs of students and employers and positively impact their communities.

POST-SECONDARY EDUCATION LANDSCAPE

Provincial Landscape

Saskatchewan and its PSE institutions are uniquely positioned to thrive in this uncertain time.

Budget cuts have come to our schools as they have in many places across Canada: Saskatchewan regional colleges experienced a \$1 million decrease in funding in the 2019-20 year, and though there will be a slight increase for 2020-21 to cover Collective Bargaining increases, there will be no increases for either operations or programming. This will force our schools to innovate and seek to expand other sources of revenue while modernizing the delivery of education at a lower cost.

We believe we have the personnel to achieve this, in both our boardrooms and our classrooms. Indigenous learners, along with marginalized learners, form the majority of students in many rural and remote areas of Saskatchewan, and PSE designed to support the success of these students will result in growth and development for the province as a whole. The potential of our entire student body and workforce is our greatest resource.

Small and medium enterprises make up the majority of the employer community in these same rural areas, and PSE that addresses their needs in a cost-effective and engaging way will keep Saskatchewan at work and financially stable.

Rural depopulation is a longstanding problem that PSE institutions can help to address by providing training and supporting jobs that keep graduates in, and attract immigrants to, these regions. Modern and innovative methods for delivering this training will show both students and employers the value of PSE and the advantages of studying in, living in, and working across Saskatchewan.

POST-SECONDARY EDUCATION LANDSCAPE

“People without jobs and jobs without people” is another concern in our province. Cutting-edge sectors that are experiencing a growth in demand do not always have the necessary supply of workers to fill that demand. The information technology sector in particular is on the rise in Saskatchewan (currently 5% of the GDP), but a lack of people with technology skills is hindering growth. This is something that regional colleges will be able to address with proper planning and investment.

Any plan that Saskatchewan PSE institutions form must take into consideration the accountability guidelines and expectations set forth in the *Saskatchewan Growth Plan 2020-2030*. This seminal document outlines the government’s 10-year goals in the areas of the economy, education, workforce development, and social development. With a focus on sustainability in all areas, the plan identifies many opportunities for PSE participation and leadership.

Opportunities for PSE Identified in the *Saskatchewan Growth Plan 2020-2030*

Supporting Learners	Supporting the Economy	Supporting Employers	Supporting Workers & Communities
Offering dual credit courses in cooperation with the K-12 sector	Offering new programs that align with areas of economic growth	Leveraging federal workforce development programs together	Collaboration to enhance the quality of life for residents
Expanding Work-Integrated Learning/ Experiential Learning	Conducting research in areas of importance to the province	Developing training and research partnerships with employers	Supporting the health care system through training and research
Helping unemployed people navigate the path from education and training to employment	Establishing business incubators to assist entrepreneurs and SMEs	Working together to define skills, competencies, and labour market needs	Advancing micro-credential recognition to support career development
Supporting at-risk and underserved learners from all communities	Engaging Indigenous business in supplying goods and services to the public sector	Collaborating on research focused on their challenges	Upskilling employed workers seeking to improve their skills
Updating apprenticeship legislation	Supporting International students and immigrants	Supporting Indigenous employers through workforce development	Collaborating on research to address needs

In addition, the Ministry of Advanced Education has five expectations of PSE institutions in Saskatchewan:

1. Be accessible to learners;
2. Be responsive to stakeholders;
3. Be accountable for use of resources and outcomes;
4. Be sustainable; and
5. Be providers of a quality education.

The Ministry is also looking at a performance- and outcomes-based funding framework that could impact PSE budgets and operations in the future.

POST- SECONDARY EDUCATION LANDSCAPE

Regional Landscape

The regional perspective was obtained through some 20 internal and external engagement sessions held throughout the Parkland and Cumberland regions. Participants included students, staff, employers, community members, and elected officials.

These stakeholders identified many areas of concern in their communities: poverty, lack of job opportunities, depopulation of rural areas, unemployment, affordable housing, mental health supports, more acceptance of diversity, and public transportation. Additionally, concerns noted for Indigenous communities included sub-standard infrastructure, poor water quality, social issues, access to technology, and connectivity to the internet.

Participants shared compelling visions for their communities. They envision population growth, better integration of immigrants, increased opportunities for young people to remain in or return to the region, improved infrastructure, decreased rates of violence and suicides, improved mental health, better and higher paying jobs, greater sustainability, and stronger partnerships within and between communities. They desire mutually beneficial relationships with Indigenous communities that are focused on reconciliation and working together to meet our collective challenges.

A major theme was foreseeing the colleges play a much larger role in North-east and East Central Saskatchewan through new programs, deeper partnerships, collaborations with employers to grow their organizations, and working with communities to address challenges and opportunities. Program areas of particular interest included Tourism & Hospitality, Environment, IT, Agriculture, and more Trades. It was noted that improving program delivery to address the needs of learners would be welcomed.

Who are our students?

There is no typical Coalition student.

Students range from those coming straight from high school to grandparents. Close to half of our students declare Indigenous ancestry. Some learners have minimal literacy and numeracy skills, others have Masters degrees. We educate junior hockey players, at-risk youth, underserved learners, parents, students with addictions and mental health issues, those who have experienced traumas, International students, new immigrants, and those still living at home.

What our learners have in common is that they want to improve their lives and prospects for the future.

The question is, "How can we help each of them achieve this?"

POST- SECONDARY EDUCATION LANDSCAPE

Coalition Landscape

The regional engagement sessions provided attendees with an opportunity to provide feedback on the colleges and their future.

Major strengths of the colleges were recognised:

- adapt to changes quickly
- provide training locally to those unable to move to other places to further their education
- caring and intelligent staff
- visibility in communities
- good reputations
- a focus on student success
- connections to local employers
- robust IT infrastructure
- sense of community
- small class sizes
- safe atmospheres
- relevant training

Conversely, weaknesses were also flagged:

- dependence on brokering institutions
- communication between departments
- mental health and wellness services
- website not user friendly
- lack of student housing
- day care
- responsiveness to industry
- relevant programming
- limited programming in rural areas
- antiquated administrative processes and systems
- space constraints
- efficient use of space
- extracurricular activities
- attracting qualified candidates for senior positions
- pay disparity with other sectors
- awareness in our communities of what colleges offer
- being seen as an extension of high school
- dependence on government funding
- internal resistance to change

POST-SECONDARY EDUCATION LANDSCAPE

Many opportunities were identified:

- enhance marketing and recruitment
- year-around programming and utilization of infrastructure
- increase staff capacity through training
- expand partnerships
- develop student housing
- provide day care services
- improve administrative processes and services
- develop online instructional capacity
- expand programming to other economic sectors
- offer general interest courses
- grow partnerships with First Nations and employers
- explore alternative program delivery modalities
- international student growth
- expand experiential learning opportunities

The National, Provincial, Regional, and Coalition Landscapes all have similar yet distinct challenges during this period and beyond.

How do we take “Adversity” and create “Advantage” as a Coalition in our communities?

Blended Learning and Blended Working

Blended Learning refers to a mix of online instruction, face-to-face classes, experiential learning, and alternative delivery methods.

- Online instruction may occur through a combination of synchronous and asynchronous delivery methods. This may include scheduled video conferencing, live webcasts, and recorded lectures, modules, assignments, and other exercises accessible when it is convenient for students.
- Face-to-face classes may be required for programs with substantial hands-on learning components which are not easily replicated in a virtual environment.
- Experiential learning provides learners with opportunities to apply their knowledge and practice their skills in real-life situations, such as a clinical placement in a health care facility or work placement with a local company.
- Alternative delivery methods include block programming (a course given over a few weeks versus a semester), non-traditional start and end dates, microcredentials, and other modalities that meet the needs of employers and learners even if not generally accepted within academia.

Blended Working refers to staff working from anywhere. Ensuring staff have the technology, objectives, and protocols to support robust connectivity, work productivity, and effective communications are the keys to success.

POST-SECONDARY EDUCATION LANDSCAPE

What programs and services do we / could we offer?

We offer Adult Basic Education (ABE) to help learners achieve their Grade 12 equivalency. We also develop and deliver Essential Workplace Skills training to prepare learners for the workforce. These programs are offered on and off reserve. Inclusion of dual credit courses would greatly benefit learners by exposing them to career options and easing their transition to PSE.

We offer English as a Second Language (ESL) training to assist newcomers with integrating into Canadian society. Classes focus on communication skills for everyday life and work life and are an important requirement in the journey to Canadian citizenship.

College level programming, brokered from other institutions, includes health care, business and trades programming. Employers and communities to see these expanded to include training in sectors of importance to the regional economy, such as tourism and hospitality, agricultural, information technology and additional trades and apprenticeship training.

We support universities in their delivery of programming that includes Bachelor programs in Nursing, Social Work and Indigenous Education, as well as numerous individual courses in various disciplines. Opportunities to offer additional courses and programs could be considered if demand warrants.

We offer corporate and contract training and plan to work with employers and communities to determine how to expand our programming to better meet their needs.

The ability for the Coalition to develop college level programs and credentials, on their own or in conjunction with other colleges, would support the creation of programs with higher relevance to our regions and more attractive to learners and employers.

The colleges provide some WIL for students in health care programs and would like to expand this to all programs. We provide applied research services in agriculture and likewise see great opportunities to extend this to all program areas as well as our own operations.

STRATEGIC PLAN

The context presented in the Landscapes, the direction from the provincial government, the feedback from learners, staff, employers and communities, and guidance of the Boards have been collated, analyzed, and synthesized to develop the plan which we are excited to share with you.

We believe this plan sets the Coalition on a bold trajectory that will transform the delivery of post-secondary education in our regions, resulting in better prepared graduates, a more innovative, engaged, and entrepreneurial staff, and supportive and involved employers and communities.

Our Purpose

To provide education and training to address regional labour market needs, prepare learners for employment and further education, and support the sustainable social, environmental, and economic development of our employers and communities.

Our Vision

Our Colleges are stronger together. We will work to shape the future of rural, northern, and remote communities by providing top notch learning opportunities that will lead to local and global employment and growth.

Our Mission

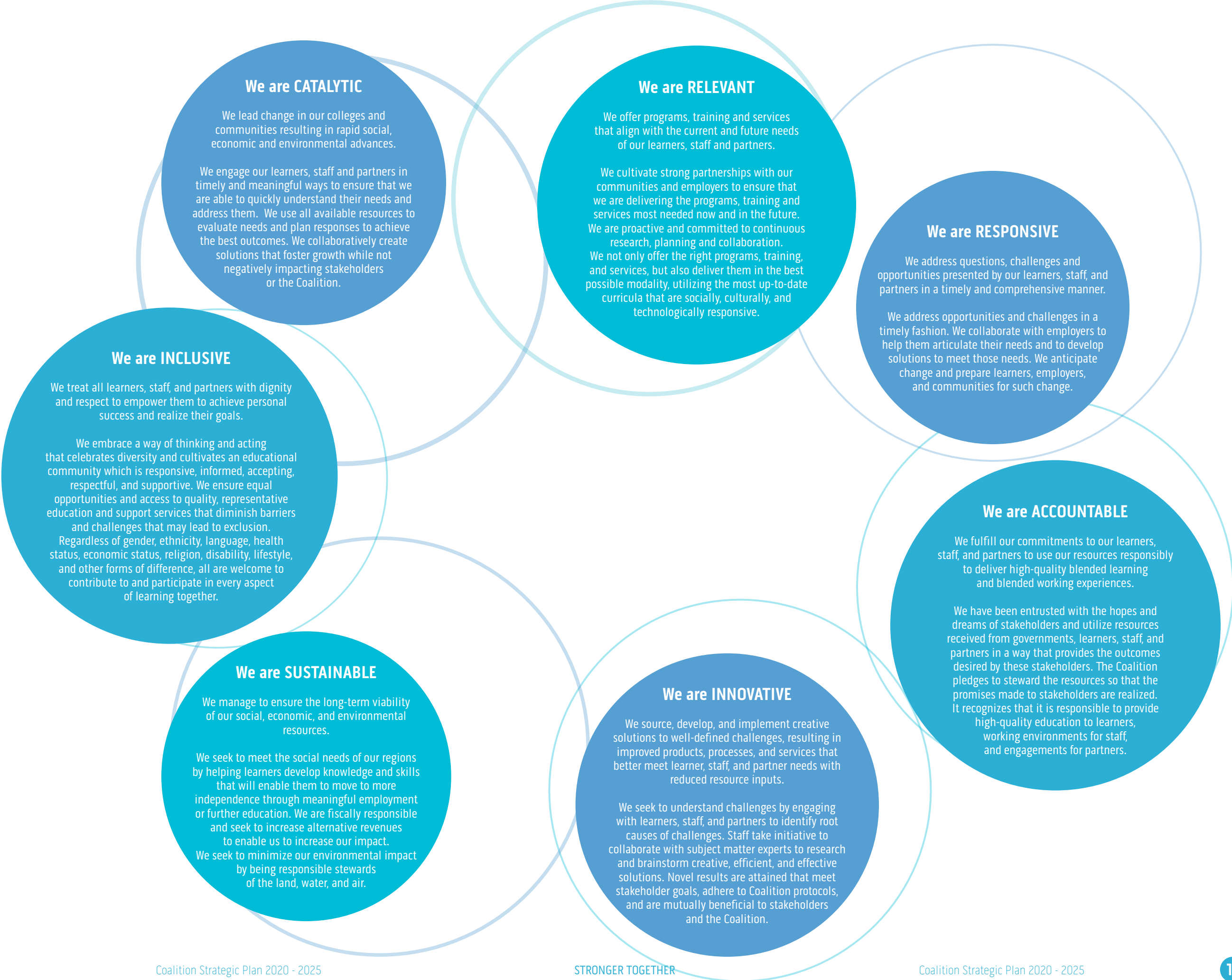
To enrich the lives and futures of our learners and communities in a blended learning and working environment.

Our Values

We are...

- Catalytic
- Relevant
- Responsive
- Accountable
- Innovative
- Sustainable
- Inclusive

OUR VALUES

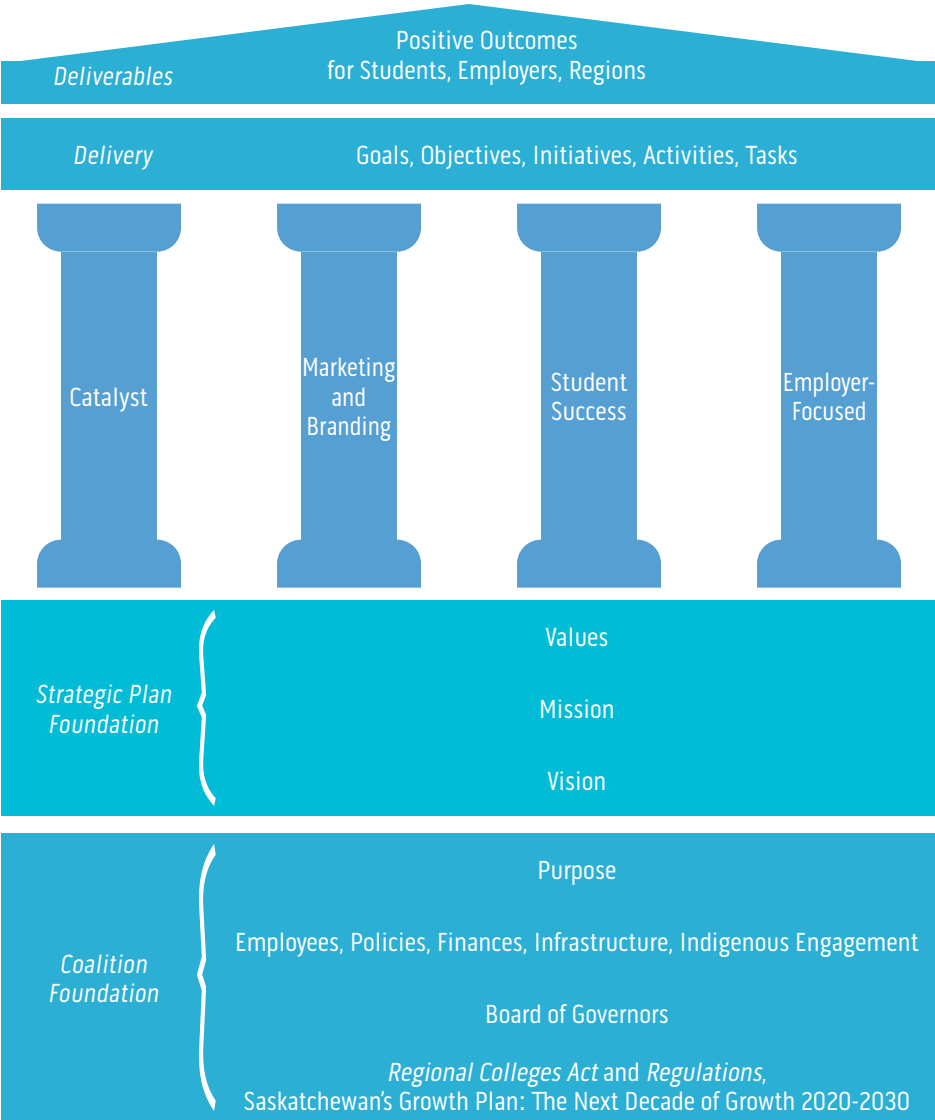


FOUNDATION AND PILLARS

This strategic plan is built on the strong foundation the colleges have in regulations, governance, employees, policies, resources and infrastructure, and Indigenous Engagement.

Building on this foundation, four pillars have been identified as areas that require significant advancement and where the Coalition must focus its efforts in order to achieve the Vision and Mission.

Delivery over the five-year time horizon will produce the Deliverables.



STRATEGIC PILLARS

CATALYST

A catalyst is an agent that participates in a reaction, making it go more quickly while not being consumed by its participation.

This pillar represents the desire of the Coalition to stimulate growth in its regions in a number of areas, such as programming, economic development, social development, environmental responsibility, innovation, and entrepreneurship.

As a catalyst, the colleges will collaborate with governments, community organizations, and employers to identify opportunities and develop and implement plans to effect change.

MARKETING AND BRANDING

The colleges have solid reputations in their communities. However, they are not necessarily viewed as destination colleges by many students in the regions, those from other parts of the province and the country, or international students.

Determining the Coalition's brand, the approach to marketing the brand, and leveraging the brand to enhance recruitment are integral components of the strategy.

STUDENT SUCCESS

The Coalition colleges have well-deserved reputations for caring for students and supporting them as they move through their programs, with a focus on helping them graduate.

Extending the approach to student success to include preparing students and graduates for the workforce by providing relevant programming and building into them skills desired by employers, such as communication, innovation, and entrepreneurial and work skills, are major thrusts of the strategy.

EMPLOYER-FOCUSED

Building on the colleges' reputations for producing graduates that meet the needs of employers in current programming areas, the strategy will focus on developing stronger partnerships with employers.

Elements to be addressed include:

- developing robust and relevant programming for other sectors of the economy, such as Immigration and Career Training, hospitality and tourism, and agriculture
- collaboration with employers on applied research projects focused on their ideas and addressed through the Coalition's students and staff
- creating a model that enables partners to work with the colleges in a multiplicity of ways

Interwoven through these four pillars are areas of incredible importance in which the Coalition colleges have had good success, but where continuing development is still needed. These areas include employee development, Indigenous education, and facility and IT infrastructure.

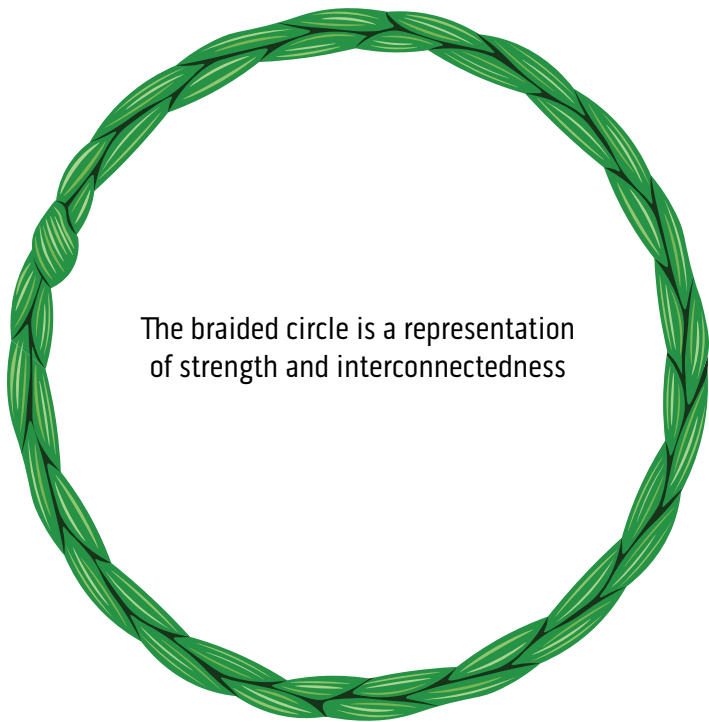
INDIGENOUS ENGAGEMENT

As Treaty People, we take action for truth and reconciliation in honour of our treaty relationships as First Peoples, Métis, and non-Indigenous Peoples.

We seek to create mutual understanding, respect, and learning between Indigenous and non-Indigenous people.

We are committed to bridging education gaps and improving Indigenous education attainment levels by implementing effective strategies to increase retention and the success of Indigenous students.

We commit to continuously learn and integrate Indigenous and non-Indigenous ways of knowing within curricula, while focusing on engaging Indigenous and non-Indigenous students, staff, and partners alike to ensure student success and create employment opportunities.

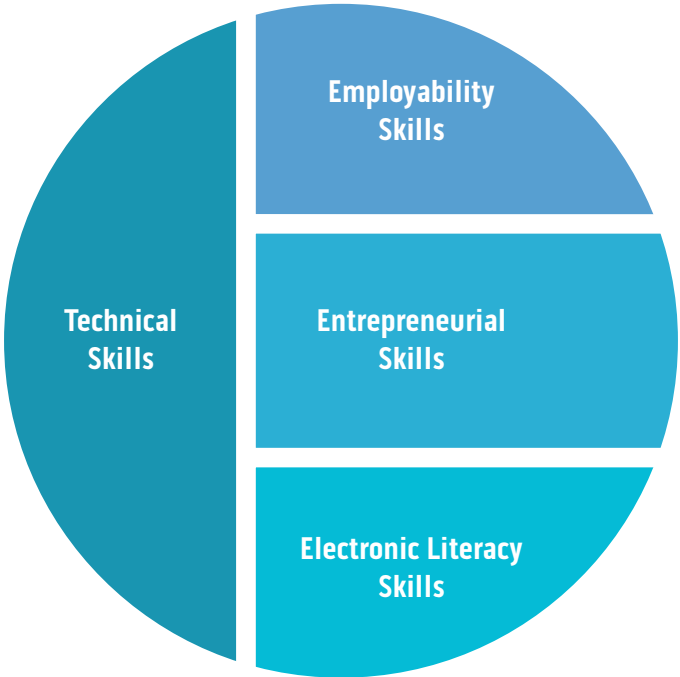


The braided circle is a representation of strength and interconnectedness

THE E-SHAPED LEARNER AND THE LEARNING ORGANIZATION

The Coalition aims to produce the best learners and graduates in Canada by ensuring they develop the skills desired by employers, obtain real-life experience in their chosen field before graduation, and are taught and served by top notch instructors and staff who are learners themselves.

Our mandate from the *Regional Colleges Act* is to prepare learners for the workforce. We believe this includes ensuring learners have deep technical skills in their chosen discipline, essential employability skills desired by employers, entrepreneurial and innovation skills so needed in our province and country, and electronic literacy skills to be able to study and work in an increasingly digital world. Extending the concept of the “T-Shaped Learner,” the Coalition has developed the “E-Shaped Learner” model that it will apply to all learners in its sphere of influence, including its own employees.



Colleges like ours excel at developing deep Technical Skills in learners (represented by the vertical stem in the “E”). In this model, these skills are augmented by Employability, Entrepreneurial, and Electronic Literacy Skills (the horizontal bars in the “E”). These additional skills are applicable, useful, and desirable in almost any job.

Employability Skills include literacy, numeracy, resilience, punctuality, communication, and working with others. Entrepreneurial Skills focus on critical thinking, problem-solving, applied research, and entrepreneurship and intra-preneurship. Electronic literacy will enable learners to use technology as a tool rather than solely as an entertainment medium and prepare them to be able to thrive in the blended learning and working environments they will encounter post-graduation.

Implementation of the “E-Shaped Learner” model will cut across all four pillars and require a concerted effort by learners, staff, and partners to work collaboratively to ensure success.

GOALS AND OBJECTIVES

GOVERNANCE BALANCED SCORECARD

Three goals have been created which incorporate all four pillars and guide the development of objectives in each pillar.

Derived from the Coalition Strategic Goals, these Objectives provide clarity on the major efforts to be undertaken in the pillar over the next five years.

PILLAR	EMPLOYER-FOCUSED		CATALYST		STUDENT SUCCESS		MARKETING AND BRANDING
GOAL	The Coalition will develop an educational, inclusive and innovative ecosystem that engages all learners and staff, and creates abiding partnerships with employers, Indigenous peoples and communities		The Coalition will be an exemplar to rural and regional colleges on how the whole can be greater than the sum of the parts		The Coalition will be recognized for significantly improving learner preparedness for employment through implementation of blended learning and the “E-Shaped Learner” model		
MEASURE	Alternative revenues as % of total revenues		Number of joint non-strategic priorities completed		% Employer Satisfaction with students/graduates		
OBJECTIVE	Create and implement a comprehensive employer engagement strategy that is mutually beneficial to learners, staff and partners	Implement a partnership model that supports the mission of the Coalition while aligning with the needs of our employer, community, and Indigenous stakeholders	Contribute to building an innovation culture in learners, staff, and partners through training and practical experiences	Use evidence-based decision making to drive decisions regarding programs, infrastructure, staffing, and training, to ensure student success	Create and implement programming and services to develop “E-Shaped Learners”	Create and implement a comprehensive marketing, recruitment, and retention strategy that strengthens the Coalition brand and engages learners from prospective students to alumni	
MEASURE	Number of employer/partner engagements	Number of partnerships	Number of applied research projects	Number of data-driven models implemented	Student satisfaction	Retention rate at 50% of program	

CONCLUSION

As the Cumberland College and Parkland College Coalition...

WE ARE: passionate about the success of our learners

WE ARE: dedicated to ensuring we are in tune with our communities

WE ARE: excited to engage our staff in this transformational journey

WE ARE: inviting YOU to join us as we work to create the bright future we envision for our region

WE ARE: STRONGER TOGETHER

GLOSSARY

Electronic Literacy

Understanding program design; familiarity with common productivity and work tools; able to adapt to new technologies; sourcing and archiving information.

Employability Skills

Basic and foundational skills that are required for almost any job in Canada. These include:

1. Personal – managing oneself, resilience, taking personal responsibility
2. Interpersonal – team work, managing relationships, conflict resolution, respect for others
3. Literacy – reading, writing, visual
4. Numeracy – understanding mathematical concepts, reasoning, collecting and analyzing numerical data, conceptualization
5. Communication – listening, speaking, presenting
6. Work readiness - punctuality, appropriate attire, supporting inclusivity and diversity

Entrepreneurial Skills

Critical thinking; problem solving; applied research; innovation; creativity; client relations; networking; leadership; understanding user experience design.

Learners

All of us.

Partners

Individuals and organizations who engage with the colleges through formalized relationships and in a multiplicity of modalities.

Stakeholders

Those who influence or are influenced by the Coalition, including learners, staff, partners, employers, governments, and communities.

Technical Skills

Discipline- or sector-specific skills that are typically not transferable to a large variety of positions.

**Canora Campus**

418 Main Street
Box 776
Canora, SK S0A 0L0
306.563.6808

Esterhazy Campus

501 Kennedy Drive
Box 850
Esterhazy, SK S0A 0X0
306.745.2878

Fort Qu'Appelle Campus

740 Sioux Avenue
Box 398
Fort Qu'Appelle, SK S0G 1S0
306.332.5416

Kamsack Campus

427 1st Street
Box 1690
Kamsack, SK S0A 1S0
306.542.4268

Melville Campus

200 Block 9th Avenue East
Box 790
Melville, SK S0A 2P0
306.728.4471

Yorkton Main Campus

200 Prystai Way
Yorkton, SK S3N 4G4
306.783.6566

Yorkton Trades & Technology Centre

273 Dracup Avenue North
Yorkton, SK S3N 4H8
306.786.2760

**Nipawin Campus**

503 - 2nd Street East
Box 2225
Nipawin, SK S0E 1E0
306.862.9833

Melfort Campus

400 Burns Avenue East
Box 2320
Melfort, SK S0E 1A0
306.752.2786

Tisdale Campus

800 - 101 Street
Box 967
Tisdale, SK S0E 1T0
306.873.2525

www.cumberlandcollege.sk.ca

www.parklandcollege.sk.ca

CN Police Mountain Division
Melville Detachment
City of Yorkton
Yorkton, Sk.
September 20, 2020
Cst. Henry Neumiller

Background:

Rail safety is a core value at CN.

CN Police work every day to minimize the risk of collisions on the railway.

In 2020 in North America, there were 1992 collisions with trains, resulting in over 958 serious injuries or fatalities.

In 2020 the total number of incident, in Canada decreased to 187, with 57 fatalities, and 31 serious injuries.

In 2020, Saskatchewan saw 14 incidents, resulting in 1 serious injury and 2 fatalities.

You are 20 times more likely to die in a crash involving a train than in a collision involving a vehicle due to the weight ratio. A train colliding with a vehicle is the same as your vehicle crushing a soda can.

CN Police works with Operation Lifesaver to provide quality educational information that is relevant to all.

National Railway Safety Week runs from September 20 – 26, 2021. CN Police would like the community to know about some of the programs and initiatives that are launching during Railway Safety Week.

During the Railway Safety Week 2020, Operation Lifesaver in collaboration with Mattel created the “Stay safe with Thomas” project, based on the popular Thomas and friends series. The first part of this project was a children’s art contest where youths could submit artwork that depicted railway safety practises.

This year Operation Lifesaver will be continuing the “Stay safe with Thomas” campaign with the release of a new Thomas and Friends book promoting railway safety to children.

On September 21, 2021, Operation Lifesaver launches Operation Clear Track. This is largest Railway safety enforcement initiative in North America. Law enforcement agencies

from across North America put forth a joint effort to conduct strategic enforcement to reduce the number of incidents involving the railway and ultimately save lives.

September is part of the harvest season on the prairies. The Agricultural industry is in full swing. Farmers tirelessly working to bring in their crops. Processing facilities and grain terminals receiving grain for processing and shipment. The railway is in the heart of this frenzy, as we move the grain and finished products across the country. This chaotic time brings with it, long hours, stress and distraction. We all need to do our part, as rail safety is a shared responsibility. By looking out for each other and working together, we can help keep our communities safe and prevent fatalities and injuries on or near railroad property.

Here are some railway safety tips that may be helpful.

Safety tips at rail crossings:

- Be alert when approaching a railway crossing.
- Be in control of your vehicle and be able to stop if necessary
- Look for railway warning signs and signals. Snow may cover train tracks at a crossing so look for the crossing signals.
- Be prepared to stop at any railway crossing if necessary
- Reduce speed: when road conditions are poor, it takes longer to stop.
- Use winter tires.
- Do not drive impaired: exhaustion, alcohol, and drugs (including prescription and legal) can reduce your ability to pay attention, react quickly, and make safe driving choices.
- Do not be distracted by electronic devices or other vehicle occupants.
- When approaching railway crossings, turn off your radio and heating fans so you can listen for trains.
- Obey all railway signs and crossing signals, or traffic safety devices.
- Trains can come at any time, from either direction, and on any track.
 - Trains do not always run on a set schedule.
- Although trains sound their whistles at most crossings, or in the case of an emergency, some crossings have a “quiet zone” by law in place.
- Cross only after the warning signals have ceased and you are certain no other trains are approaching, from either direction, on any track.
- Leave stalled or stuck vehicles behind, get out and get safe.
 - Once safe, immediately notify the CN emergency contact number
 - (1-800-965-9239)

- Be rail-smart this winter: Stop. Look. Listen. Live.

For additional safety tips or other information regarding rail safety or CN Police, follow this link: <https://www.cn.ca/en/safety/cn-police-service/>

For current Canadian Statistics: <https://www.operationlifesaver.ca/resources/statistics/>

For more information, or to arrange an interview with CN Police, contact Cst. Hank Neumiller at,

Phone: 306-730-0629, or Email: henry.neumiller@cn.ca

Rail Safety Tips for the Public to Remember:

1. SPEED MISPERCEPTION

Because of their size, trains appear to be much farther away and travelling much slower than their actual speed. Do not be fooled!

2. TRAINS CAN'T STOP QUICKLY

The average train needs at least 2 km to stop. Trains can stop, but they cannot stop quickly!

3. TRESPASSING

Taking a shortcut across the tracks or being on railway property is illegal. Trespassers can be seriously injured or killed.

4. WEIGHT RATIO

An average freight train weighs over 5,500 tonnes. Compare that to a car, which weighs about 1.5 tonnes. A train hitting a car is like a car hitting a pop can.

5. RAILWAY CARS

Stopped railway cars can move at any time. If you are on a train or near one when it moves, you risk losing a limb—or worse, your life.

6. TUNNELS AND BRIDGES

Tunnels, bridges, and trestles are designed only for trains. Trespassers can be seriously injured or killed.

7. OVERHANG

Trains can carry loads that are wider than the railroad cars themselves. Chains, straps or other equipment may extend outside the car. If you stand too close, you could be hit.

8. ANY TIME IS TRAIN TIME

Trains do not always run on schedule. They can run at any time, on any track and come from any direction.

9. CN POLICE NUMBER

Together we can help save lives! If you witness any unsafe situation near a railroad, please call **1-800-465-9239**.

Raelyn Knudson

Subject:

FW: Submissions to City Council - Sept. 20/21 Meeting

Jessica,

please consider this our request to present to city council a request for them to consider York Lake regional Park to contract services from the City of Yorkton including but not limited to Bylaw enforcement & Building Services Permitting & Inspection of construction within the Park.

as far as the constitution amendments we are attempting to complete the finished document tonight, I will forward the document complete with the changes to you tomorrow, we didn't do this previous because we were waiting for council to approve the individual changes before re-writing the entire constitution, I trust this is satisfactory

Lawrence

On Wed, Sep 15, 2021 at 9:58 AM Jessica Matsalla <jmatsalla@yorkton.ca> wrote:

Good Morning Lawrence,

I understand that you and Rusty Tamblyn will be attending the Council Meeting on September 20 for two items:

1. To present a request for regional cooperation regarding a "Fee for Service" arrangement for the City of Yorkton to assist with your bylaws and some enforcement. We will require a written request outlining your request for this please, so we are able to include it in the Council Package. We intend on having a report in response to that request, in which Administration is supportive of the request.
2. To be present to answer any questions surrounding the amendments to your Constitution. Darcy McLeod will be presenting a report on this to inform Council of their duties and the history. Lonnie has advised that you will provide a Consolidated copy of the Constitution for inclusion in Darcy's report.

If you have any questions, please let me know, otherwise I look forward to receiving your submissions as described above. If you can have those to us by the end of today, that is ideal, as we need to send Council's package out tomorrow.

Thank-you Lawrence.

Jessica Matsalla

Director of Legislation and Procedures - City Clerk

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TITLE: Response to York Lake Regional Park Authority Board Request	DATE OF MEETING: September 20, 2021
	REPORT DATE: September 14, 2021
CLEARANCES: Michael Eger – Director of Planning, Building and Development	ATTACHMENTS: 1. Community Safety Officer Proposal - Template
Written by: Nicole Baptist - Bylaw & Safety Supervisor Nicole Baptist	
Reviewed by: Jessica Matsalla - City Clerk Jessica Matsalla	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

BACKGROUND

In conjunction with the York Lake Regional Park Constitutional Amendments, York Lake Regional Park Authority Board approached the City to request assistance with their Bylaw enforcement and Building Permit issuance and inspections.

Administration believes in the importance and value of Regional cooperation, especially when it comes to the City's Community Safety Officer program. CSO detachments across the Province are used in the same capacity with many detachments working regionally and addressing concerns in many neighbouring RM's and communities (ex. RM of Edenwold has CSO's that cover White City, Pilot Butte as well as the RM's in the area). The costs of operating a Community Safety Officer detachment (program) are high and if communities are able to share that cost and service, it will benefit everyone. In 2021, Administration approached our neighbouring RM's, Springside, and Melville to offer a similar proposal, whereby, the City's Community Safety Officers would assist with enforcement in their respective communities.

DISCUSSION/ANALYSIS/IMPACT

As part of the Community Safety Officer Proposal that was distributed to other communities and RM's (see template in Attachment 1), Administration also included an option for the Bylaw & Safety Supervisor to assist with Bylaw review. This is especially important to ensure that any City staff that are enforcing Bylaws in another community are authorized under the appropriate Bylaws to do that.

Based on the request received, Administration would look to enter into an agreement with YLRPA, whereby the City establishes a "fee for service", similar to what is included in the attached proposal template.

FINANCIAL IMPLICATIONS

As was mentioned previously, the City would charge YLRPA a fee for service that would be established and incorporated into the Agreement. The fees for service would be established to ensure cost recovery plus a small revenue to the City.

In the event the work load is such that we cannot accommodate with our existing resources (as our CSO's have full workloads), there could be a need to increase resources, albeit, this would be offset by increased revenues.

COMMUNICATION PLAN/PUBLIC NOTICE

Although the City of Yorkton will not need to prepare an appropriate communication plan to City residents, it will be imperative that YLRPA communicates with their residents to ensure a seamless transition with City staff enforcing in the Regional Park. Administration will communicate with YLRPA regarding this as we establish and finalize a fee for service agreement.

STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)

The OCP speaks heavily about the importance of regional cooperation and even speaks to this as part of the vision and goals in the document. In Council's Strategic Priorities, one of the priorities for Fire Protective Services is looking into a Regionalized Fire approach. It's Administration's opinion that following a similar approach for Bylaw Enforcement would be beneficial as well.

As part of the Bylaw Division internal operational plan, Administration has started looking into initiating a Municipal Bylaw Court. This is a process that may take several years to move forward, but Administration believes that Municipal Bylaw Court will help the City address challenges we're facing with taking some Bylaw matters to Provincial Court. By creating more regional cooperation at this point, we believe it will facilitate further opportunities in the future should the City move forward with a Regional Municipal Bylaw Court.

OPTIONS

1. To direct Administration to begin negotiations for a "fee for service" agreement with York Lake Regional Park Authority Board to provide assistance with Bylaw enforcement and Building Permit issuance and Inspections, with fees similar to what is provided in the template proposal in Attachment 1.
2. To deny York Lake Regional Park Authority Board's request to Council for Bylaw enforcement and Building Permit issuance and Inspections, as presented at the September 20, 2021 Council Meeting.
3. Other direction as provided by Council.

RECOMMENDATION

That Council direct Administration to begin negotiations for a “fee for service” agreement with York Lake Regional Park Authority Board to provide assistance with Bylaw enforcement and Building Permit issuance and Inspections, with fees similar to what is provided in the template proposal in Attachment 1.

Template Proposal

The City of Yorkton has an established Bylaw Division, including a fairly new Community Safety Officer program. The Community Safety Officer position offers the ability to enforce the Provincial *Traffic Safety Act*, including infractions such as speeding, failing to stop at a stop sign, distracted driving, overweight vehicles, etc.

The City of Yorkton understands that for a RM/Municipality it may be difficult to employ a CSO or Bylaw Enforcement Officer full time – but they certainly can be helpful when it comes to preserving infrastructure and gaining Bylaw compliance. As such, we would offer to contract the CSO's to the RM/Municipality for a specified number of hours. The information provided below explains some options of how the CSO's could assist, what the next steps would be, etc. If you have any questions or are interested, please don't hesitate to reach out and we'd be happy to discuss this further.

How much time would the Officers be needed in the RM/Municipality?

The Bylaw and Safety Supervisor (BSS) with the City of Yorkton would suggest that the Officers spend a minimum of 4-6 hours per week in the RM/Municipality. In the summer, the RM/Municipality may want 6 hours, versus winter when yard and animal complaints tend to be lower, then 4 hours may be sufficient. The schedule could either be set up as 2 days - 3 hrs/day or 3 days - 2 hrs/day. The BSS would suggest that shifts be no shorter than 2 hours. The City could potentially look at spending more time in the RM/Municipality if that is desired.

One officer and the appropriate vehicle will be provided and used handling RM/Municipality duties for the set hours per week as per the contract. The City will charge the RM/Municipality an hourly rate of \$75/hr which includes the vehicle and one Community Safety Officer. When that time begins, the Officer can contact the RM/Municipality to receive any complaints that they've received and will begin following up accordingly. The RM/Municipality can provide direction if they'd like a certain percentage of hours spent on traffic control versus bylaw/complaint follow up. If the Officer has a question about how the RM/Municipality would like a certain situation or file handled, the Officer will reach out to RM/Municipality Administrator (or whatever designate is decided) for direction.

As per the requirements for the CSO program, the City will retain supervisory oversight duties – including but not limited to file review, handling of public complaints against the Officer, etc.

Next steps if RM/Municipality is interested in moving forward:

- The RM/Municipality must provide copies of any Bylaws that will be enforced by Officers to the BSS as soon as possible. BSS will review the Bylaws prior to contract signing to ensure that we are able to enforce. If any changes would be required, BSS will advise RM/Municipality Administrator as soon as possible for further discussion. Any time spent on Bylaw review by BSS will be charged back to the RM/Municipality at a rate of \$45/hour. The City will also charge the

RM/Municipality for the time required for the BSS to draw up a contract and amend the CSO's appointment with the Province at the same rate as above.

Other things that will need to be determined:

- How will Provincial *Traffic Safety Act* (TSA) fine revenue be handled (speeding tickets, overweight vehicles, etc.):
 - If the RM/Municipality wishes to receive the fine revenue that is collected for TSA tickets issued in the RM/Municipality, then RM/Municipality will be billed for all time that the Officers spend on those tickets outside of the weekly scheduled hours. This may include file prep time, court time, etc. (Could be highly variable.) Note that the province takes 25% of all TSA ticket revenue after administrative fees, etc.
 - If the RM/Municipality does not wish to receive the fine revenue, then any additional time spent on those tickets outside of the weekly hours if the ticket is dealt with in Court, etc. will be the City's expense.
- How will Officers access information such as property owners, mailing addresses, etc.?
- Will the Officer have a desk space in the RM/Municipality office?
- Where will files be stored (digital and physical)? *Traffic Safety Act* files must be stored with CSO employer (City).
- Insurance will need to be delved into deeper as well. City will discuss internally to see what our options are. Additional fees may be required for coverage.

To give you an idea of how much time is required for common tasks:

- Investigating and addressing a yard complaint – 45 min to 1 hour to investigate, document, and issue order, etc.
- Issuing a TSA – 30 minutes to stop vehicle, issue ticket, complete necessary notes afterwards, and file SOTI (Summary Office Ticket). If the ticket goes to court it takes approx. 30 min to prep for a first appearance and then can take all morning to attend Court for ticket to be heard. If defendant pleads not guilty and trial is set, at least 2 hours of prep, plus additional officer to prosecute will be needed, plus time spent in Court again (could be all morning).
- Investigating a dog attack – could take up to 8 hours. With these files time is typically of the essence and the Officer would likely do an initial investigation to get a quick feel of what's going on and then reach out to Administrator to see how they'd like to proceed with the option of putting in additional hours with the RM/Municipality to address the file more quickly. Officer would seek approval to spend extra time.


Nicole Baptist

Nicole Baptist
Bylaw & Safety Supervisor – City of Yorkton
Dated: September 2021

TITLE: York Lake Regional Park Constitutional Amendments	DATE OF MEETING: September 20, 2021 REPORT DATE: September 16, 2021
CLEARANCES:	ATTACHMENTS: <ol style="list-style-type: none"> 1. 2012.02.23 York Lake Regional Park Authority Constitution and Board Appointments Report to Council 2. YLRP Draft Revised Constitution
Written by: Darcy McLeod – Director of Community Development, Parks & Recreation <div style="text-align: right;">Darcy McLeod</div>	
Reviewed by: Jessica Matsalla - City Clerk <div style="text-align: right;">Jessica Matsall</div>	
Approved by: Lonnie Kaal - City Manager <div style="text-align: right;">Lonnie Kaal</div>	

PURPOSE

This report provides background into the role of the City of Yorkton related to the York Lake Regional Park Authority Board. Attached to this is a Council report from February 23, 2012 that provides more detail. Please note that the *Regional Parks Act, 1979* was updated in 2013, however the responsibilities of the sponsoring municipality remains unchanged.

BACKGROUND

Sections 7, 8 and 9 of the *Regional Parks Act, 2013* outline the municipal requirements related to regional Parks. *Section 7* outlines to municipal requirements for the establishment of a regional park; *Section 8* speaks to the approval of a regional park's constitution by the sponsoring municipality; and *Section 9* speaks to the approval of the regional park board constitution.

York Lake Regional Park was established though a joint application to the province, by the City of Yorkton, the RM of Wallace and the RM of Orkney. Over time, the sponsoring municipalities were required to enter into agreements with the province that would allow the York Lake Regional Park board to take advantage of provincial grants (which haven't been available for a number of years). The City of Yorkton was the only sponsoring municipality to sign these agreements (for reasons that we have no information on) and thus became recognized as the sole sponsoring municipality for York Lake Regional Park. Therefore, as the only remaining sponsoring municipality, the responsibility for approving the York Lake Regional Park Board constitution (& appointing York Lake Regional Park board members) rests with the City of Yorkton.

The City of Yorkton is legally responsible for approving the York Lake Regional Park Constitution, as well as appointing the York Lake Regional Park Authority Board. The York Lake Regional Park constitution details the process for selecting board members, which then must be approved by Yorkton City Council, which Council does annually. The Board has no legal authority unless its constitution is approved by Yorkton City Council and the York Lake Regional Park board members are appointed by Yorkton City Council. Although City Council approves the York Lake Regional Park constitution and

appoints the Board, it has no ownership, taxing authority, fiscal or other responsibility for the Regional Park or its operations.

FINANCIAL IMPLICATIONS

The City has no ownership, taxing authority, fiscal or other responsibility for York Lake Regional Park or its Board. Therefore, there are no financial implications to Council's decision.

COMMUNICATION PLAN/PUBLIC NOTICE

There are no requirements for public notice and any communication to York Lake Regional Park Board members, residents or recreation organizations is the responsibility of the Regional Park.

STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)

This approval is a legislated requirement of Yorkton City Council, however the content of the constitution (as well as the Board member appointments) are at the discretion of City Council. However in order to provide autonomy to the York Lake Regional Park Board, Council's past have ratified the decisions of the York Lake Regional Park Board. This results in operational governance and accountability to also stay with the York Lake Regional Park Board.

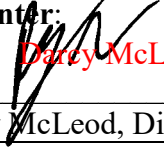
OPTIONS

1. That Council approve the amendments to the York Lake Regional Park constitution as presented by the York Lake Regional Park Board.
2. That Council not approve the amendments to the York Lake Regional Park constitution as presented by the York Lake Regional Park Board and further, provide Administration with direction on what changes Council would prefer.
3. That Council not approve the amendments to the York Lake Regional Park constitution as presented by the York Lake Regional Park Board, and direct the York Lake Regional Park Board to leave the constitution unchanged.
4. Other direction at the discretion of Council.

RECOMMENDATION

That Council approve the amendments to the York Lake Regional Park constitution as presented by the York Lake Regional Park Board.



Title: York Lake Regional Park Authority Constitution and Board Appointments	Date: February 23, 2012
	Department: Community Development, Parks & Recreation
Clearances: _____ None	Attachments: 1. York Lake Constitution
Presenter:  Darcy McLeod, Director, Community Development, Parks and Recreation	
David Putz, City Manager	Date:

SUMMARY OF HISTORY/DISCUSSION & FUNDING

The York Lake Regional Park Authority has been running effectively over the last number of years without City of Yorkton involvement, however the Authority Board realized in the Fall of 2010 that they had not been operating as a duly qualified board as outlined in the *Regional Parks Act, 1979*. This *Act* requires that the participating municipalities appoint the Board of any Regional Park Authority. The Authority has requested the City appoint the Authority Board members so they could once again operate as a duly qualified board.

To confirm the City of Yorkton's responsibilities respecting the York Lake Regional Park Authority, Administration reviewed York Lake Regional Park documents as well as the *Regional Parks Act, 1979* and the *Regional Parks Regulations*. Further information was gathered from discussions with officials at the Saskatchewan Regional Parks Association, the Ministry of Tourism Parks, Culture and Sport and the Information Services Corporation of Saskatchewan.

As a result of this research, the City of Yorkton is legally responsible for appointing the York Lake Regional Park Authority Board. The Board has no legal authority unless its members are appointed by Yorkton City Council. Although the City appoints the Board, it has no ownership, taxing authority, fiscal or other responsibility for the Regional Park or its operations. The City, as the participating municipality required in legislation, does provide an office and meeting space as an in-kind donation to the Authority. The York Lake Regional Park Authority Board can again operate as a duly qualified board once the Board is appointed.

The following is provided as background information to show how the City of Yorkton became the only participating municipality and subsequently responsible for appointing the Board members to the York Lake Regional Park Authority Board.

- On July 28, 1966 the York Lake Regional Park was established by Order in Council through the Lieutenant Governor of Saskatchewan. The Province required participation from surrounding municipalities to establish a Regional Park. Therefore the RM of Wallace #243, the RM of Orkney #244 and the City of Yorkton accepted the role of the participating municipalities as required.

- In 1979, the *Regional Parks Act* was established which provided regulations for operating Regional Parks. This included the participating municipality's responsibility to appoint the Board members to the Regional Park Authority Board.
- In 1980, the Province entered into an agreement with the RM of Orkney and the City (as the partnering organizations) to conduct a study of the Regional Park. The RM of Wallace did not take part in that agreement, effectively relinquishing their responsibility for the Regional Park leaving only the City and the RM of Orkney as the participating municipalities working with the Regional Park.
- In 1991, the Province entered into another agreement for a grant to complete improvements at the Regional Park. The agreement indicates the City of Yorkton as the only participating municipality. The RM of Orkney did not take part in that agreement, effectively relinquishing their responsibility for the Regional Park as well. That left the City as the only participating municipality.

In September 2011, the Authority established a Constitutional Review Committee to review the constitution of the Regional Park. Administration also participated on this committee because, as the only participating municipality, the City is the only entity that can approve the Regional Park constitution. This review included examining how the Board operates, the structure of the Board, qualifications and duties of Board members and the process for recommending names for Council appointment to the Authority Board. This revised constitution was developed using information from *The Regional Parks Act, 1979*, *The Regional Park Regulations*, *The Non-profit Corporations Act, 1995* and City of Yorkton Committee terms of reference.

Below are key points from the revised constitution being recommended for Council approval by the Constitutional Review Committee:

1. The mandate of the Regional Park remains unchanged as it has been determined through legislation. It states that, along with administering and maintaining the Regional Park, the mandate of the Regional Park is to encourage the appreciation and use of the natural and recreational resources throughout the York Lake Regional Park.
2. Persons or organizations need to be in good standing, and remain in good standing with the Authority and its collection agent, the RM of Orkney in order to be on the Authority Board.
3. The Authority Board will consist of 9 members. 5 from the Cabin Owner's Association and 4 from the Stakeholder Recreation Organizations identified in the constitution.
4. Cabin owners will receive one vote per cabin in the process for the Cabin Owner's Board member recommendations to City Council.
5. The Stakeholder Recreation Organization's recommended Board members will be determined at a meeting of the 7 stakeholder recreation organizations which are identified in the constitution.
6. Terms will be 2 years to a maximum of 3 terms. After 3 terms, a person needs to sit off the Board for one complete term before being appointed again.

The Regional Park operates like a non-profit but is not governed by *The Non-profit Corporations Act, 1995* and does not have the same requirements as other non-profit organizations. The Authority was established as a Body Corporate through legislation and therefore only responds to *The Regional Parks Act, 1979* and *The Regional Park Regulations*. This constitution details

how the Board will operate, but the Authority needs to refer to the *Act* and *Regulations* to determine the restrictions for its operation.

The Authority Board can not alter its constitution without first obtaining Council approval, as the sole participating municipality, given through formal Council resolution.

OPTIONS

1. Approve the constitution and appoint the Board of the Yorkton Lake Regional Park Authority.
2. Make other changes to the constitution and appoint the Board of the York Lake Regional Park Authority.
3. Provide alternate direction to administration.
4. Provide alternate direction to administration on the project.

RECOMMENDATION:

That the York Lake Regional Park Authority Constitution be approved and further that the following people be appointed to the York Lake Regional Park Authority Board for the term specified.

Lawrence Wegner	2-yr term expiring in 2014
Jason Farrell	2-yr term expiring in 2014
Dale Blazeiko	2-yr term expiring in 2014
Geoffrey Rushowick	2-yr term expiring in 2014
Merv Wasylenchuk	2-yr term expiring in 2014
Ray Sass	1-yr term expiring in 2013
Kendra Potzus	1-yr term expiring in 2013
Ernie Anuik	1-yr term expiring in 2013
Barry Signarowski	1-yr term expiring in 2013

York Lake Regional Park Authority
Constitution
As amended July 5, 2021

1. **Name**

The name of the organization shall be the “York Lake Regional Park Authority”, hereinafter referred to as the Authority.

2. **Forward**

York Lake Regional Park Authority was constituted as a body corporate by order of the Lieutenant Governor in Council No. 1524/66 dated August 26, 1966 and further, under Section 6(11) of *The Regional Parks Act, 1979*, hereinafter referred to as “The Act”. Further, on May 1, 1991, a Regional Park Agreement between Her Majesty the Queen, represented by the Minister of Parks and Renewable Resources, and the York Lake Regional Park Authority was signed for the continued operation of a park.

3. **Powers of the Authority**

Shall be those set out in *The Regional Parks Act, 1979*, *The Regional Parks Regulations* and this Constitution including any Bylaws as may be established for the effective operation of the Authority that are not in conflict with this Constitution or *The Regional Parks Act, 1979* or *The Regional Parks Regulations*. In cases where this Constitution and *The Regional Parks Act, 1979* or *The Regional Parks Regulations* conflict, *The Regional Parks Regulations* shall prevail.

4. **Purpose**

- A. To develop, maintain and administer the York Lake Regional Park in accordance with the needs and interest of the participating municipalities (City of Yorkton) and the residents of the district.
- B. To encourage the appreciation and use of the natural and recreational resources throughout the York Lake Regional Park.

5. Qualifications of Directors

The following persons are disqualified from being a Director of the Authority:

- A. Anyone who is less than 18 years of age;
- B. Anyone who has been found to be of unsound mind by a court in Canada or elsewhere;
- C. A person who has the status of bankrupt;
- D. Any person or organization that is not in good standing with the Authority or its collection agent, the RM of Orkney.

6. Membership

The Authority shall consist of nine (9) representatives appointed through Yorkton City Council Resolution as follows and who shall be known as the “Directors”:

- A. Five members shall be recommended by the York Lake Cabin Owner’s Association ~~residents~~ as follows:
 - 1. An election shall occur annually at a general membership meeting of the Association ~~Authority~~ no later than February 15th ~~February 28th~~.
 - 2. Annually by the 15th of January ~~January 15th~~, written notice of the election shall be sent by the Association ~~Authority~~ to all cabin owners ~~residents~~ within the Authority, at which time notice of nominations shall be given to represent the Association ~~residents~~ on the Authority Board.
 - 3. A list of registered cabins and cabin owners ~~residents~~ must be obtained from the Authority Administrator.
 - 4. Anyone voting as part of this process must be a registered cabin owner ~~resident~~ as filed with the Authority. A cabin ~~resident~~ is defined as any seasonal or full-time residence ~~resident~~ located within the boundaries of the York Lake Regional Park.
 - 5. Any cabin owner ~~resident~~ letting their name stand for appointment to the Authority must inform the Association ~~Authority~~ in writing by January 31st ~~February 15th~~.
 - 6. ~~A maximum of one ballot shall be allocated to each cabin registered with the Authority (not each lot lease).~~
 - 6. In order to be an eligible voter, you must
 - A. Be a Canadian Citizen
 - B. Be at least 18 years of age and one of the following:
 - 1. Have lived in the park for at least three (3) consecutive months immediately before election day
 - 2. Be the assessed person with respect to property in the park for at least three (3) consecutive months immediately before election day, or
 - 3. Be the spouse of an eligible voter mentioned in A or B

7. Each voter is allowed to mark an "X" beside each name on the ballot to a maximum number equaling the number of vacancies the Association is filling on the Authority.
8. There shall be no voting by advance poll.
9. There shall be no voting by proxy.
10. The names of the people with the most votes shall be recommended for appointment by Yorkton City Council to the York Lake Regional Park Authority Board.
11. The York Lake ~~Cabin Owners Association~~ Authority shall inform the City of Yorkton in writing of the resolution recommending the ~~people that~~ residents who received the most votes be appointed to the York Lake Regional Park Authority Board. The date, time and location of the meeting, along with the resolution and the names of the mover and seconder must be included in the documentation to the City.
12. In the case of a tie, only those names that receive the same number of votes shall participate in a second round of voting at the same meeting. If a tie is not broken after the second round of voting, the existing Authority Board shall hold a vote to break the tie.
13. If fewer names are nominated than the number of vacancies to be filled, those nominated will be elected by acclamation and the Authority Board, at their sole discretion, shall recommend through resolution, names to fill the ~~Cabin Owners Association's~~ residents' slate of nominees.
14. If a nominee is not in good standing prior to Council appointment, the Authority Board may be asked to recommend, through resolution, a name to Yorkton City Council to replace the nominee not in good standing.
15. If a Board member does not remain in good standing during their term on the Authority, Yorkton City Council may remove that person from the Board and appoint a replacement at their sole discretion.
- B. Four members shall be recommended by the York Lake stakeholder recreation organizations (user groups) using the following process:
 - ~~1. York Lake stakeholder recreation organizations are the following seven (7) non-profit, volunteer organizations that use the natural and recreational resources of the Regional Park for the implementation of their organization's services and activities:~~
 - ~~a. The York Lake Gun Club~~
 - ~~b. The York Lake Canoe & Kayak Club~~
 - ~~c. The York Lake Golf Club~~
 - ~~d. The York Lake Slo Pitch League~~
 - ~~e. The Yorkton Natural History Society~~
 - ~~f. The Navy League of Canada, Yorkton Branch~~
 - ~~g. The Yorkton Wildlife Federation~~
 1. The York Lake Authority shall determine which groups qualify as user groups to have eligibility on the board and notify these groups.

2. Annually, by the ~~31st of January~~ January 31st, a nomination meeting of the York Lake stakeholder recreation organizations (user groups) will be ~~hosted~~ scheduled by the Authority.
3. Annually by the ~~15th day of January~~ January 15th, written notice of the nomination meeting shall be forwarded to the York Lake stakeholder recreation organizations (user groups).
4. At this meeting, the York Lake stakeholder recreation organizations (user groups) shall nominate persons to represent their collective interests on the Authority Board.
5. Each stakeholder recreation organization (user group) is permitted to nominate one individual however they may send two representatives to the nomination meeting.
6. Each stakeholder recreation organization (user group) shall receive one vote per organization.
7. If the number of nominations received is greater than the number of vacancies allocated to the stakeholder recreation organizations (user group), then an election will take place at the nomination meeting.
8. A simple majority vote of those stakeholder recreation organizations (user groups) present at the meeting shall determine the recommendation for stakeholder recreation organization (user group) representatives on the Authority Board.
9. If fewer names are nominated than the number of vacancies to be filled, those nominated will be elected by acclamation and the Authority Board, at their sole discretion, shall recommend through resolution, names to fill the stakeholder recreation organization's (user group's) slate of nominees.
10. The ~~names of the people~~ representatives of the stakeholder recreation organization (user group) elected or acclaimed with the most votes shall be recommended for appointment by Yorkton City Council to the Authority Board.
11. The Authority shall inform the City of Yorkton in writing, no later than ~~February~~ January 15th, of the results of the nomination process and recommend to City Council the ~~people~~ representatives who that received the most votes be appointed to the Authority Board. The date, time and location of the meeting, along with the attendance list and results must be included in the documentation to the City.
12. Upon appointment by Yorkton City Council, each stakeholder organization represented on the Authority Board shall be required to enter into an agreement to participate on the Authority Board.

7. Terms of Office

- A. Appointments are made at a regular meeting of Yorkton City Council.
- B. Newly appointed Directors take office at the end of the meeting in which their appointment was ratified by the Authority, unless appointed through Section 7E below.
- C. Directors shall hold office for a two (2) year term as follows in order to maintain continuity:
 - 1. Three (3) from the ~~Cabin Owner's Association~~ residents and two (2) from the stakeholder recreation organizations (user groups) one year and;
 - 2. Two (2) from the ~~Cabin Owner's Association~~ residents and two (2) two from the stakeholder recreation organizations (user groups) the next year.
- D. Any Director shall cease to be a Director when:
 - ~~1. The Director ceases to be a resident of Saskatchewan;~~
 - 1. The Director is found guilty of a criminal offence;
 - 2. The Director is absent from three consecutive meetings in a fiscal year without justification satisfactory to the Authority;
 - 3. The Director is in a real or perceived conflict of interest that is significant enough to warrant removal from the Authority by the City of Yorkton;
 - 4. A bona fide letter of resignation is received and accepted by the Authority. A resignation of a Director becomes effective at the time a written resignation is sent to the Authority, or at a time specified in the resignation, whichever is later.
- E. In the event of any vacancy on the Authority, Yorkton City Council may, by ~~resolution~~ recommendation of the board, appoint a Director for the remainder of the term of the vacant position.
- F. A person that fills a vacancy on the Authority for more than one year, or who by some other means sits for a partial term for more than one year, shall be considered to have sat for a full term.
- ~~G. No Person shall be appointed a Director for more than 3 consecutive terms.~~
- ~~H. A person who has been appointed for three consecutive terms is eligible for re-appointment after the expiration of one complete term.~~
- I. A Director shall remain on the Authority until such time as Yorkton City Council appoints their successor.

8. Annual Meeting

- A. The Annual General Meeting must be open to the general public who may participate ~~as spectators only~~. The Annual General Meeting must be held prior to March 15th of each year.
- B. Notice of the time and place of the Annual General Meeting must be publicly posted a minimum of two (2) weeks (14 days) prior to the date of the meeting. Written notice shall be forwarded to the Minister's Office and the City of Yorkton a minimum of two (2) weeks (14 days) prior to the date of the meeting.

- C. At each Annual meeting, the Authority shall **but shall not be limited to**,
 - 1. Consider and submit for approval, the budget for the next fiscal year;
 - 2. Consider and approve the annual report and financial statements for the past fiscal year;
 - 3. Appoint the auditor for the next fiscal year to report on the records and accounts of the Authority and prepare a financial statement as required by the Act;
 - 4. If necessary, amend its constitution, which will require Yorkton City Council approval.
 - 5. Consider any development plans;
 - 6. Ratify the appointments to the Authority Board made by Yorkton City Council.
 - 7. Elect the following officers for the next fiscal year:
 - a. Chairperson
 - b. Vice Chairperson
 - c. Secretary
 - d. Other Committee Chairs as required.
- D. Other business as may be required.
- E. A majority (50% plus one) of the appointed Directors shall constitute a quorum.
- F. All decisions shall be decided by a majority (50% plus one) vote except constitutional amendments, which require a two-thirds (2/3) majority.

9. **Director's Duties**

The duties of the Directors shall be:

- A. To manage the activities and affairs of the Authority.
- B. To act honestly and in good faith with a view for the best interest of the Authority and shall exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
- C. Keep generally informed about the activities of, and issues facing the Authority.
- D. Attend meetings ready to contribute from personal, professional and life experience to the work of the Authority.
- E. Make reasonable efforts to prepare for meetings and review information needed to make informed decisions.
- F. Participate fully in discussions and raise any questions to ensure full understanding of issues.
- G. Maintain confidentiality as required.
- H. Each Director of the Authority receives one vote and is required to cast their vote at all meetings of the Authority at which they are present. Abstentions are not permitted.
- I. There shall be no voting by proxy.
- J. Each Director shall be a member of the Executive Committee.

10. Regular Director's Meetings

- A. There shall be a minimum of five (5) regular meetings of the Authority during the fiscal year with a minimum of one meeting occurring in each quarter of the calendar year. Written or electronic notice of all meetings shall be given no less than ~~three~~ **seven (7)** days prior to the meeting date. Included with the above written notice shall be the minutes from the previous meeting and the agenda with supporting documents, for the upcoming meeting.
- B. The Directors shall establish the date, time, and place for Authority meetings at the first meeting of the Directors following the annual general meeting.
- C. The Chairperson may call a meeting at any time if necessary.
- D. The Chairperson shall preside at all meetings of the Authority and shall be an ex-officio member of any committee.
- E. The Vice Chairperson shall assist the Chairperson and shall chair all meetings in the absence of the Chairperson.
- F. Where the Chairperson and Vice Chairperson are absent, the Directors shall appoint a Director to exercise all such duties and powers.
- G. A majority (50% plus one) of the ~~appointed~~ **all** Directors shall constitute a quorum.
- H. Decisions made at regular, or committee meetings of the Authority shall be done so by simple majority (50% plus one).
- I. The Directors may establish such committees, as are considered necessary or advisable, with respect to any programs or activities that are being conducted to promote the objectives of the organization.

11. Administration

The Authority may employ an Administrator and shall ensure that any provincial regulation(s) pertaining to employment are followed. The Administrator does not need to be the Secretary to the Authority Board. The general duties of the Administrator shall be to oversee the operation of York Lake Regional Park including, but not limited to the following:

- A. Maintain minutes from all meetings of the Authority and ensure all minutes from Committee meetings are received and filed with the Authority.
- B. Manage all correspondence of the Authority.
- C. Maintain the finances and related records of the Authority, which shall be open to inspection upon request by any Director, the City of Yorkton, the Minister responsible or his representative.
- D. The Administrator shall not be a Director appointed to the Authority.
- E. The Administrator may be assigned other duties and responsibilities as are defined by the Authority through a job description.

12. **Signing of Documents**

- A. The signing officers for the organization shall be the Administrator and one of either the Chairperson or the Vice Chairperson.
- B. No document shall be validly executed by the Authority unless the seal of the Authority is affixed in the presence, and under the signature of those individuals identified in Article 12.A.

13. **Amendments**

Constitutional amendments are not binding until they have been submitted and approved by the City of Yorkton through Council resolution. Amendments to this Constitution may be submitted to the City of Yorkton for approval only when:

- A. The amendments are submitted in writing to the Authority from a Director at least seven (7) days prior to the date of the Annual General Meeting;
- B. Proposed Constitutional amendments receive a two-thirds (2/3) majority vote of the Directors present at the Annual General Meeting.

14. **Fiscal Year**

The fiscal year shall be ~~November 1 to October 31~~ **January 1 to December 31**.

15. **Rules of Order**

On a procedural matter not dealt with in this Constitution, the Chairperson shall refer to and be guided by the provisions of Roberts Rules Of Order, latest revised edition.

TITLE: Request Transfer of Title	DATE OF MEETING: September 20, 2021
	REPORT DATE: September 16, 2021
CLEARANCES: Ashley Stradeski – Director of Finance Ashley Stradeski	ATTACHMENTS: 1. Property Information
Written by: Kim Durdin - Assessment & Taxation Manager Kim Durdin	
Reviewed by: Jessica Matsalla - Director of Legislation and Procedures (City Clerk) Jessica Matsalla	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

BACKGROUND

The Tax Enforcement Process involves a number of interrelated steps that ultimately protect the City's financial interest. The Final step, *Request Transfer of Title*, provides the City with both the ability to take possession of properties repudiating payment of taxes, as well as gain the potential to recapture a portion, if not all, of the unpaid taxes on a property.

The final step involves the City applying for title of the lands for which we have received Provincial Mediation Board (PMB) consent. The attachment details those properties for which the City of Yorkton has received letters of consent from the PMB.

While this is the final stage of Tax Enforcement, we continue work with the property owners until we have exhausted all efforts to collect the outstanding taxes. If the arrears are paid in full, we halt the process. However, we have to balance these efforts with the expectations we have of other property owners in the city. We are obligated to treat all property owners with the same level of service and respect.

DISCUSSION/ANALYSIS/IMPACT

Of the two properties that we are recommending to proceed to take title on, one is vacant residential land, and the other is a vacated single family dwelling. All properties have gone through the required stages of enforcement, as detailed in the attachment.

Following authorization from Council, administration will proceed with completing legislated *Form H: Request Transfer of Title* on each of the attached properties. Following this final step the current owners will no longer have any claim over the land, or any improvements on the land.

It is important to note that within a year of tax possession, the City must offer it for sale by public auction or tender. The tender must be advertised in a newspaper for a minimum of three (3) weeks. In addition, the local school divisions are to be advised at least three (3) weeks in advance of the auction/deadline for tenders (section 31 of the Tax Enforcement Act). If the land does not sell, The City can choose to retain the land, lease it or sell it.

OPTIONS

1. Authorize moving forward with Form H to Request Transfer of Title on each property.
2. Withhold authorization, at this time, to move forward with Form H to Request Transfer of Title on each property.
3. That Administration be provided with alternative direction.

RECOMMENDATION

That Council authorize Administration to proceed with *Form H* to obtain title to the following properties:

	LOT	BLOCK	PLAN	PARCEL
1	39	10	99Y00657	143114004
2	15	10	P2307	143084279
	16	10	P2307	143084280

and offer the land(s) for sale within one year from the City obtaining title of said properties.

Roll No.	PROPERTY INFORMATION					ACCOUNT INFORMATION			TAX ENFORCEMENT TIMELINE				COMMENTS
	Civic Address	Lot	Block	Plan	Parcel	Balance	Arrears	Last Payment	Lien Registered	6 Month Notice	PMB Consent	Final Notice	
504806000	43 MacFarline Avenue	39	10	99Y00657	143114004	\$ * [REDACTED]	\$ [REDACTED]	29-Nov-16	15-Jan-19	31-Oct-19	18-May-21	18-Aug-21	Vacated Residential Property Water shut off March 29, 2019
505008850	101 Sixth Avenue N	15	10	P2307	143084279	\$ * [REDACTED]	\$ [REDACTED]	21-Jun-17	14-Jan-19	31-Oct-19	18-Feb-21	18-Aug-21	Vacant Residential Land Single Family Dwelling demolished per city order in 2019
		16	10	P2307	143084280								Costs added to the tax roll in the amount of \$18,446.00

* Redacted pursuant to LAFOIPP 23(1)(j)

TITLE: Deer Park Clubhouse Design Update & Cart Storage Direction	DATE OF MEETING: September 20, 2021
	REPORT DATE: September 16, 2021
CLEARANCES:	ATTACHMENTS:
Written by: Darcy McLeod – Director of Community Development, Parks & Recreation Darcy McLeod	
Reviewed by: Jessica Matsalla - City Clerk Jessica Matsalla	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

PURPOSE

The Deer Park Clubhouse Steering Committee and aodbt Architecture and Interior Design are nearing the end of the detailed design process for the proposed new Deer Park Clubhouse. Therefore, the purpose of this report, and subsequent presentation from Mitch Strocen of aodbt Architecture and Interior Design, is to update Council on the detailed design to date as well as obtain direction from Council on how to proceed with cart storage. This is required to allow completion of the final design so that a preliminary cost can be brought back for Council consideration when deciding whether to proceed to construction or not.

Mitch Strocen from aodbt Architecture and Interior Design will be present at the September 20th Council meeting to provide the updated plans and obtain direction on cart storage.

BACKGROUND

To guide the work of aodbt Architecture and Interior Design, a Steering Committee made up of the following people have been involved with this project:

1. Ken Chyz, City Council rep
2. Lonnie Kaal, City Manager
3. Darcy McLeod, Director of CDPR
4. Jeff Fawcett, Manager of Capital Projects
5. Allan Sauser, Director of Golf.

The Steering Committee, along with aodbt has continued to engage the users of the clubhouse throughout the design process to obtain feedback on the various design options. Using a combination of in-person and virtual input sessions, presentations were made to, and feedback provided from, members of the following:

- a. Deer Park Men's Club
- b. Deer Park Ladies Club
- c. Deer Park Senior Men's Club
- d. Deer Park Senior Ladies Club
- e. Deer Park Junior golf parents
- f. Cross Country Ski Club
- g. Deer Park Staff and Operating contractors

Council's direction for this project was provided at their April 19, 2021 Committee of the Whole meeting. Council discussed the scope of a proposed new clubhouse including the servicing requirements for water and sewer with the following direction provided to Administration, and further adopted at the April 26, 2021 Council meeting.

“That the Committee of the Whole Council recommend to Council to proceed with detailed design on Concept Plan Number 2 – ‘Reduced Food Services’ for the scope of the new Deer Park Clubhouse and location No. 1 as indicated in the October 26, 2020 City of Yorkton Council presentation prepared by aodbt Architecture and Interior Design (with no underground cart parking); and

That the Committee of the Whole Council recommend to Council to direct Administration to proceed with detailed design of installation of water and sewer services to the Deer Park Golf Course, as presented in Option 2, as contained in the Committee of the Whole Meeting Package of April 19, 2021, with the condition that both lines be directionally bored, and a gravity-fed sewer option be installed.”

The City continued with aodbt Architecture and Interior Design through the 100% design process of the Deer Park Clubhouse. The Steering Committee has continued to work with Mitch Strocen from aodbt who provided various schematic design sessions via Zoom (May 4 & 20; June 10 & 24) and met with the user groups once again on June 28th to obtain feedback and input.

FINANCIAL IMPLICATIONS

The financial implications will be determined and brought forward with the final design presentation, currently anticipated for the October 25th Regular Council meeting, when the project will be ready to proceed to construction, if Council so directs.

COMMUNICATION PLAN/PUBLIC NOTICE

The Steering Committee met with the user groups to receive feedback and input, which have been included in the design process. Public input will continue once direction is received for cart storage so that the final design can be shared with the public. The intent is that an online input process will be used, similar to the process used for the Gallagher Centre Renewal project. Specifically, the plans will be made available for the public through a project website where they can provide feedback and ask questions, the answers to which will also be posted online. This feedback will be shared with Council as part of the project final presentation.

STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)

This is a direct result of Council's priority related to improved recreation facilities, and more specifically is one of Council's 2021 priorities.

OPTIONS

1. That Council direct Administration to proceed with under deck cart fleet storage, which addresses cart fleet storage year-round.
2. That Council direct Administration to investigate costs for a combined winter cart storage and maintenance equipment storage facility, which addresses both cart fleet and existing maintenance equipment fleet winter storage issues; and continue with existing summer cart storage conditions.
3. That Council direct Administration to continue to operate without designated cart fleet storage.
4. Other direction at the discretion of Council.

TITLE: Deer Park Clubhouse – Water and Sewer Servicing Update	DATE OF MEETING: September 20, 2021
	REPORT DATE: September 16, 2021
CLEARANCES:	ATTACHMENTS: 1. Preliminary Water and Sewer Servicing to the Clubhouse
Written by: René Richard, Director of Engineering and Asset Management Rene Richard	
Reviewed by: Jessica Matsalla - City Clerk Jessica Matsalla	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

BACKGROUND

The existing golf course clubhouse relies on a water system that is non-potable and a septic tank for sewage. During budget deliberations in the spring of 2021, Administration presented to Council several options for consideration on how to service the Deer Park Clubhouse with potable water and sewer services. These options were preliminary/ conceptual, and based on or updated from previous concept plans developed in 2009. The differences in the options were mostly based on the differences in sewage disposal whether it be septic tank, gravity sewer, or force main with a lift station pump. The conceptual alignment saw both the water and sewer go straight north through the golf course and utilize a pair of casings that were installed in 2009 to cross under Hwy 52. The sewer main would then tie into an existing YPUB manhole and the water would proceed along the north right-of-way (ROW) of HWY 52 down to Sully Avenue where it would be connected to the Cities existing water main.

DISCUSSION/ANALYSIS/IMPACT

Since the spring, we have acquired the services of a consulting engineering firm to further develop these options with a goal of eventual selection of the preferred option, and potentially detailed design and tender and construction depending on Council's direction. The servicing options are being developed separately but in conjunction with the ongoing development of the new Deer Park Clubhouse building design.

Along the way new information has become available that has caused us to rethink options and develop new ones that are perhaps more efficient and/ or cost effective. Of particular importance

to the project are firstly, the location of underground utilities (power, gas, fiber optic, etc.) along the proposed alignment and secondly the results of the geotechnical investigation.

There is a gas main directly in the conceptual alignment north of the existing clubhouse. This would have to be relocated at a significant cost. Additionally, there are utilities along the north side of HWY 52 both in parallel to the conceptual alignment and several approach crossings. When dealing with utilities, there is potential for conflict when open cutting and significant risk when direction drilling. They leave little room for adjustments which are usually part of any construction project, and they should be avoided if possible.

The results of the geotechnical investigation did not prove favorable for the construction of a new building or the installation of services. The presence of large rocks or boulders makes it extremely risky or virtually impossible to directional drill and maintain grade suitable for gravity sewer. It is also expected that the soil conditions would make it more difficult to open cut at the depths required for gravity sewer. There is great potential for cost overruns due to unsuitable material and the potential for significant additional excavation due to the soil instability which would cause an unknown amount of additional restoration and landscaping work which is also very expensive in a golf course setting.

So taking into account the presence of all the utilities and the results of the geotechnical report, the team endeavored to find a more efficient, stable option. An effort was made to try to be innovative if possible. For instance, the option of reusing abandoned well lines or at least being able to use them as a “conduit” was investigated. This was deemed not a credible option due to the age and condition of the existing pipe and future leak detention difficulties.

At this time, the City has no plans to provide potable water to rural clients in the near future. Also, there is a significant amount of underground utilities along the north ROW of HWY 52. With all this in mind, an alternative route was investigated that is a more direct alignment that would be shorter for the water main and potentially less expensive. That alignment would follow the existing clubhouse driveway up to the highway and along the southern ROW of HWY 52 down to Sully Avenue (see attachment #1).

Unfortunately, this option eliminates the possibility of gravity sewer, and a lift station would be necessary. The direction drilling method would be recommended to limit disruption to just where pits are necessary. There could be some efficiencies using a common pit to pull both sanitary sewer and water mains. This alignment will also be efficient should there be residential development at the golf course in the future as the potential location would in proximity for tie-ins.

There would still be an option to utilize the conceptual alignment for the sanitary sewer only with a force main to be tied into in YPUB system sewer system. At this time there is no agreement with YPUB, and it is unknown if an agreement would add to the cost of the project or delay the project due to negotiations. In this option, there could be some disruption to the golf course depending on pit locations, but would be much less than in an open cut scenario.

The demand/ capacity for water and sewer was modelled to determine appropriate sizes for both the water main and the sewer force main. It was determined that an 100 mm (4 inch) forced sewer main would be sufficient for the clubhouse and potentially two (2) – 24 unit buildings. It was also determined that a 150 mm (6 inch) water main would adequately supply the demand for water for the clubhouse and the two (2) additional potential buildings, however, to meet the required fire flows, a 250 mm (10 inch) pipe will be required.

FINANCIAL IMPLICATIONS

The recommended options along with refined cost estimates are expected to be presented to Council at the October 25 Regular Council Meeting for Council's input and direction. At that time Council can chose to direct Administration to proceed or not, in whole or in part, and potentially in conjunction with a new facility or not.

STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)

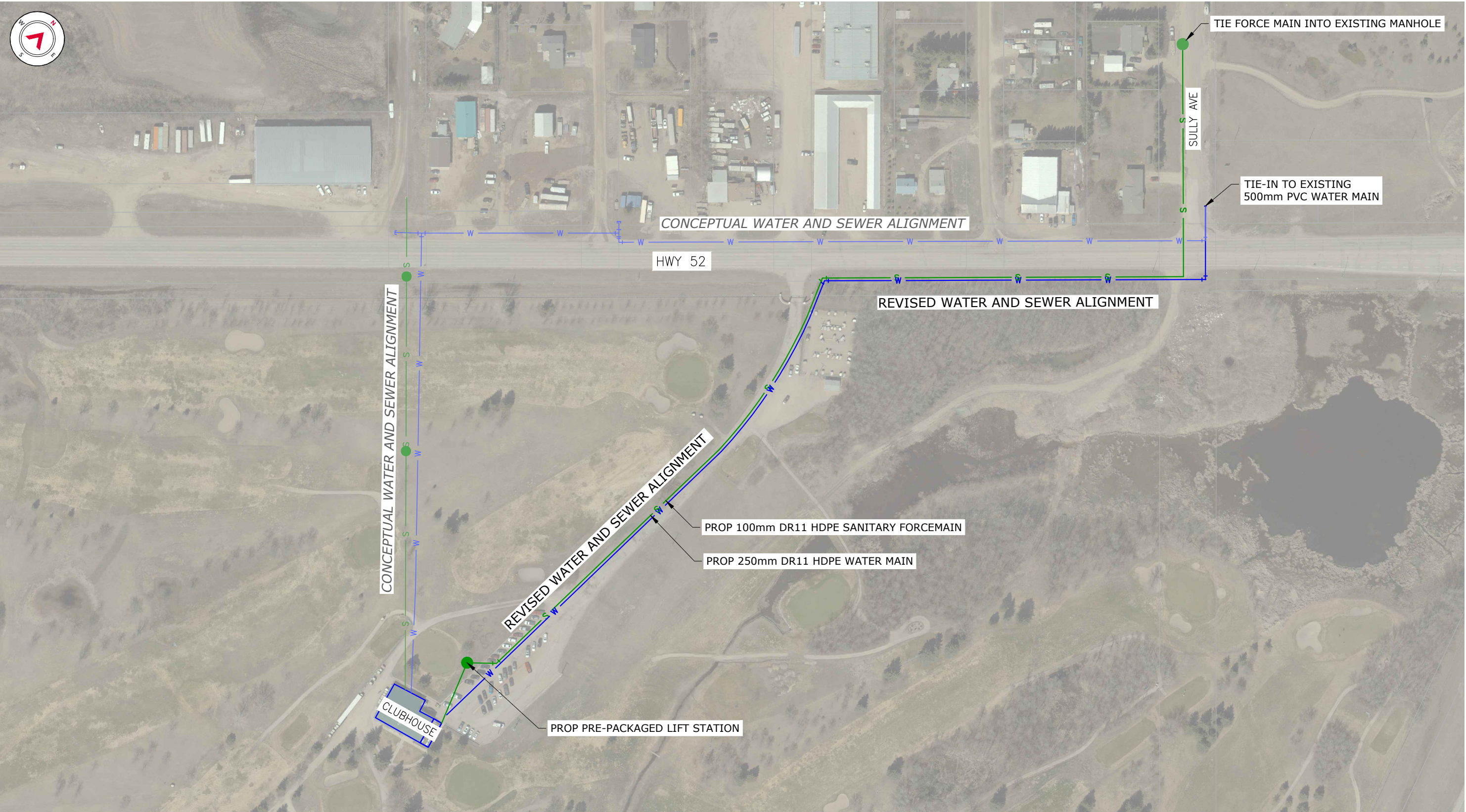
Investigate/ Design best option for Deer Park water and sewer is listed as #2 in the Engineering Departmental strategic priorities on the Council Priorities Chart.

OPTIONS

1. That Council receive and file this report.
2. That the Council provide alternative direction to Administration in this matter.

RECOMMENDATION



1. That Council receive and file the report titled "Deer Park Clubhouse – Water and Sewer Servicing Update" dated September 16, 2021 from the Director of Engineering.



Date: 2021/09/15 3:41 PM | User: Jordan Hovdebo | File: P:\SK2021\2101202 CoY-Eng-Deer Park Clubhouse\1000-Dwgs\1011-Civil\02-Sketches\PROP_ALIGNS | Layout: plan | Paper Size: 558.8mm x 431.8mm

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0	21/09/15	ISSUED FOR DISCUSSION	JH	JMN	JMN
REV	YY/MM/DD	DESCRIPTION	DRWN	CHKD	APVD

CLIENT:



TITLE: PRELIMINARY WATER AND SEWER SERVICING TO CLUBHOUSE			
CLIENT NO:	-	DRWN:	JH
PROJECT NO:	2101202	DSGN:	JMN
DRAWING SIZE:	ANSI "B"	CHKD:	JMN
SCALE:	AS NOTED	APVD:	JMN

PROJECT: DEER PARK GOLF COURSE	
DWG NO:	2101202
REV:	0

TITLE: Council Meeting Calendar 2022	DATE OF MEETING: September 20, 2021
	REPORT DATE: September 13, 2021
CLEARANCES:	ATTACHMENTS: 1. Draft Council Calendar 2022
Written by: Jessica Matsalla - City Clerk Jessica Matsalla	
Reviewed by: Raelyn Knudson - Assistant City Clerk Raelyn Knudson	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

BACKGROUND

Council is mandated by the Procedures Bylaw No. 1/2016 to approve the upcoming year's Council Meeting calendar by the end of September, annually. Meetings on the schedule include Regular Council Meetings, Committee of the Whole Council Meetings and Strategic Planning Meetings of Council.

Committee of the Whole Council Meetings and Strategic Planning Meetings, if not otherwise scheduled can be added at the call of the Mayor and City Manager, respectively. Special Meetings are at the call of the Mayor or a majority of Council Members.

DISCUSSION/ANALYSIS/IMPACT

I am proposing the first meeting of the year to happen on the second Monday of 2022, as we wind down from the holiday season and begin planning for Committee Meetings after appointment of new members. This also leaves the normal three (3) week separation between the December 2021 meeting and the first meeting of 2022.

The *Procedures Bylaw No. 1/2016* provides for meetings that fall on statutory holidays to be held the Tuesday following the Stat Holiday, the Monday prior or the Monday after, to avoid the conflict. Adjustments to avoid statutory holidays for 2022 have been made, and the implications of those adjustments are as follows:

- a) A Regular Council Meeting was scheduled to fall on February 21 (Family Day). Instead, the Monday previous was selected as an alternate putting two weeks between the January and February Meetings.
- b) A Regular Council Meeting was scheduled to fall on August 1 (Saskatchewan Day). Instead, the Monday following was selected as an alternate putting four (4) weeks between the July and August Meetings.

- c) A regular Council Meeting was scheduled to fall on October 10 (Thanksgiving Day). Instead the Monday previous was selected as an alternate, putting two weeks between the September meeting and the first October Regular Council meeting.
- d) In order to prevent an extended break from December 2022 to January 2023, a Regular Council meeting was scheduled on December 19, 2022 (2 weeks between the December meetings.)

On the proposed calendar, one meeting is scheduled within the school break in April. This would be considered Easter Monday, however that statutory holiday is not observed by the City.

The proposed schedule has 18 Regular Council Meetings, four (4) Committee of the Whole Council Meetings, and two (2) Strategic Planning Meetings.

You will notice that the annual SUMA Convention has been moved to April (regularly held in February).

FINANCIAL IMPLICATIONS

None.

COMMUNICATION PLAN/PUBLIC NOTICE

The Council meeting calendar, once approved is entered on the City's website where access to the agendas, packages and videos is available. Our local media is provided the schedule, and notices of meetings are posted at City Hall, and on our Facebook page. We also broadcast live on Access cable, as well as stream the meetings live on the City's website.

STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)

Under the Governance and Communication goal of the Strategic Plan 2020, publication of the meetings supports the objective to "Provide priority information to residents and others in a variety of means to inform, engage and encourage residents to participate in good governance, policy development and to adopt actions that support sustainable community lifestyle choices."

OPTIONS:

1. To approve the Council Calendar 2022 as attached.
2. To approve the Council Calendar 2022 after any edits as directed by City Council.
3. Other direction of Council.

RECOMMENDATIONS:

1. That the Council Calendar of 2022 be approved as attached.

2022 Council Meeting Calendar

Notes

<http://www.vertex42.com/calendars/>

January '22						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February '22						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March '22						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April '22						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May '22						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June '22						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July '22						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August '22						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September '22						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October '22						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November '22						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December '22						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Council Meetings

SUMA Convention

Statutory Holidays (Or Observed)

School Breaks

CoW - Council Priorities Quarterly Update - Open

CoW - Other

Strategic Planning Meetings

Strategic Planning Meeting Topics

Oct. 31 - Prelim Budget - Capital

Nov. 7 - Prelim Budget - Service Levels

Other' CoW Dates & Potential Topics

Mar. 21 - Tentative Tax Policy (pair with CPQ Update)

Deputy Mayor

Nov. 2020-February 2021 Councillor Goulden

March-June 2021 Councillor Dustin Brears

July-October 2021 Councillor Quinn Haider

Nov. 2021-February 2022 Councillor Ken Chyz

March-June 2022 Councillor Chris Wyatt

July-October 2022 Councillor Darcy Zaharia

Nov. 2022-February 2023 Councillor Randy Goulden

March-June 2023 - Councillor Dustin Brears

July-October 2023 - Quinn Haider

Nov. 2023-February 2024 Councillor Ken Chyz

March-June 2024 - Councillor Chris Wyatt

July-October 2024 - Councillor Darcy Zaharia

TITLE: Recommendations from the Committee of the Whole – Council Priorities Quarter 3 Update - September 13, 2021	DATE OF MEETING: September 20, 2021
	REPORT DATE: September 14, 2021
CLEARANCES:	ATTACHMENTS: 1. Update Council Priorities Chart of Sept. 14, 2021 2. Memo and Council Priorities Charts from Q2 Update (June 2021)
Written by: Jessica Matsalla - City Clerk Jessica Matsalla	
Reviewed by: Raelyn Knudson - Assistant City Clerk Raelyn Knudson	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

BACKGROUND

At the Regular Council Meeting of June 28, 2021, Council adopted the June quarterly Priorities Chart. At the Committee of the Whole Council meeting on Monday, September 13, 2021, a Memo from the City Manager was presented with the September quarterly updated Council Priorities Chart. This chart included items that have been completed, pending, and added (see Attachment 2). The City Manager noted that going forward this will be called “Council Priorities Chart” so as to differentiate from the main Strategic Plan/long range plan.

DISCUSSION/ANALYSIS/IMPACT

You will note seventeen completed “Current” priorities from Q1-Q3 included in Attachment 2 of this report. In Q3 the completed Council/CAO items are described as follows:

1. Policing – ‘Analysis on Building and next steps’ – July 2021

Council resolution as follows:

That Council direct Administration to fully investigate the cost of a new build for a joint RCMP detachment at the Roundhouse location, and further provide \$120,000 from the RCMP contingency reserve fund for consulting costs to ACI Architects to develop a conceptual design and provide high level cost estimates, and report back to Council in the third quarter of 2021.

The completion of this item left space for one item to be transferred to the “Current” (or Now) list from the “Next” Council Priorities list.

The Committee of the Whole Council queried the City Manager on the status of the reviews in queue, including the Information Technology Review, the Fleet Operations Review, and the Kinsmen Arena Options. The City Manager offered updates as follows:

1. IT Review – a consultant has been retained, and the proposal will be shared with Council through their next weekly information package.

2. Fleet Operations Review – this review is being conducted internally, and is underway.
3. The Kinsmen Arena Options – a consultant has been retained, and per Council’s last direction, an update will be brought to Council within the fourth quarter. This will likely occur around budget deliberations.

The Committee of the Whole contemplated the updates and their first recommendation of the night was to move the ‘Fleet Operations Review’ item to the Current Council/CAO Priorities list.

After some consideration, Council felt it was appropriate to defer the “Business Marketing: Yorkton Advantage Gaps & Targets” item that was on the Current Priorities list, until the new Business Liaison position was hired, with a target date of the First Quarter of 2022.

Consequently, this deferral resulted in an additional opening on the Current list, and therefore with potential development and growth on the horizon for the City, Committee of the Whole Council voted on transferring the “Residential Lot Review item to the Current Council/CAO Priorities list. The Committee of the Whole Council discussed concerns such as cost and scope as variables to this item, and expressed the desire to know more before committing to the review in its entirety. The City Manager advised that this review would be presented in manageable pieces, so that the Council is able to properly consider its options, and suggested that an inventory of the lots may be one of the first steps to prepare and present to Council on.

Multiple other CAO/Staff Priorities were completed as well including the Library Services mediation, the Downtown Parking Review, contaminated soil site approval, Well construction, North Sanitary Litigation settlement, and improved/increased public information from the Public Works Department.

FINANCIAL IMPLICATIONS

The steps to investigate a new RCMP build has seen a previous amount of \$50,000 towards consultants for preliminary investigations, with another \$120,000 committed to further investigation. A new build would be a multi-million dollar investment, and a revenue-generator with rental/lease income from the Province.

The cost for the Residential Lot: Sale Price (Configuration of subdivision) Review item does not yet have known costs. Concerns surrounding available, affordable lots for residential development was a topic of conversation amongst the Committee of the Whole Council. Historically, the land fund operates on a break-even basis wherein lot prices are set based on recuperating costs of servicing the subdivision/development and replacing the land. More information will be provided as the stages of the residential review are presented to Council.

COMMUNICATION PLAN

The updated Council Priorities Chart as of September 2021 will be published on the City of Yorkton website for public consumption as authorized by City Council.

STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)

The items on the Council Priorities Chart continue to support the overarching Strategic Plan 2020 and the Official Community Plan for Yorkton.

OPTIONS:

- 1. That Council accept recommendations C00042-2021, C00043-2021 and C00044-2021 as contained in the Committee of the Whole Council meeting minutes of September 13, 2021, and further adopt the September 2021 Council Priorities Chart as presented, and authorize the publication of the document on the City website.**
- 2. That Council accept recommendations C00042-2021, C00043-2021 and C00044-2021 as contained in the Committee of the Whole Council meeting minutes of September 13, 2021, with amendments as determined by City Council, and further adopt the September 2021 Strategic Priorities Chart as amended, and authorize the publication of the document on the City website.**
- 3. That Council reject the recommendations as contained in the Committee of the Whole Council meeting minutes of September 13, 2021.**
- 4. That Council provide further direction.**

RECOMMENDATIONS:

In order to formally update and subsequently adopt the Council Priorities Chart (Attachment 1) going into the fourth quarter, it would be prudent for Council to consider the following recommendations from the Committee of the Whole:

- 1. That Council accept recommendation C00042-2021, as contained in the Committee of the Whole Council meeting minutes of September 13, 2021 to:**
Transfer the “Fleet Operations Review” item to the “Current” Council/CAO Priorities section of the Council Priorities Chart.
- 2. That Council accept recommendation C00043-2021, as contained in the Committee of the Whole Council meeting minutes of September 13, 2021 to:**
Defer the “Business Marketing: Yorkton Advantage Gaps & Targets” item from the “Current” section of the Council/CAO Priorities Chart until the Business Liaison position is hired (First Quarter of 2022).
- 3. That Council accept recommendation C00044-2021, as contained in the Committee of the Whole Council meeting minutes of September 13, 2021 to:**
Transfer the “Residential Lot Review” item to the “Current” Council/CAO Priorities section of the Council Priorities Chart.
- 4. That Council adopt the September 2021 Council Priorities Chart as presented, and authorize the publication of the document on the City website.**

COUNCIL PRIORITIES CHART

September 14th, 2021

COUNCIL	(Green is Now)	CORPORATE PRIORITIES (Council/CAO)	(Council Priorities are CAPITALIZED)
<p>Current Priorities</p> <ol style="list-style-type: none"> 1. FLEET OPERATIONS REVIEW 2. EXPLORE KINSMEN ARENA OPTIONS – (hire consultant) 3. PLAY ZONE SAFETY REVIEW 4. 3 YEAR BUDGET OBJECTIVES (operating and capital) report 5. RESIDENTIAL LOT REVIEW – Stage 1 Complete City Inventory & determine project scope <p>Next Priorities</p> <ol style="list-style-type: none"> 1. LONG TERM (5 year) CAPITAL PLAN: Draft • COMMUNICATION: Community, Public Awareness & Engagement: Define Terms & Desired Outcomes • DOWNTOWN PLAN: Review • RESIDENTIAL LOT: Sale Price (<i>Configuration of subdivision</i>) • COMMUNITY 'VIBE': Strategy • BUSINESS MARKETING: Yorkton Advantage Gaps & Targets <p><u>ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)</u></p> <ul style="list-style-type: none"> • CONSULTANT REVIEW OF I.T. SERVICES 		<p>ADVOCACY / PARTNERSHIPS</p> <ul style="list-style-type: none"> • Staff Sargent Update • Division 'F' Liaison • Rural Municipality: Joint Priorities • York Road Funding (R2R) • Grain Miller Road Funding (UCF) • Hospital Contribution Formula • Tax Assessment Formula (SUMA) <p><u>ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)</u></p> <ul style="list-style-type: none"> • DETERMINE ICE ARENA PLAN (Kinsmen Replacement/Gallagher Centre Renewal) • FACILITIES MAINTENANCE PLAN/REVIEW <p><u>ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (Apr – June)</u></p> <ul style="list-style-type: none"> • MARKETING - development of Roundhouse Subdivision • EVALUATE the success of Urban Hobby Beekeeping • INVESTIGATE possible locations/scope for a pump track • PREPARE policy changes on leasing of city owned lands <p><u>ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (July-Sept)</u></p> <ul style="list-style-type: none"> • FRAMEWORK FOR TRUTH AND RECONCILIATION • PARTNERSHIP WITH YBID ON DOWNTOWN PARKING 	
STAFF	OPERATIONAL STRATEGIES (CAO/Staff)	(Staff Priorities are not Capitalized)	
<p>CHIEF ADMINISTRATIVE OFFICER</p> <ol style="list-style-type: none"> 1. TAX ASSESSMENT – Advocacy – City Mayors Caucus 2. THREE YEAR BUDGET OBJECTIVES (operating and capital) report 3. FLEET OPERATIONS REVIEW <ul style="list-style-type: none"> • BUSINESS MARKETING: Yorkton Advantage Gaps & Targets • COMMUNITY: COMMUNICATION/PUBLIC AWARENESS & ENGAGEMENT: Define terms & desired outcomes • FACILITIES MAINTENANCE plan/review • Assessment 		<p>COMMUNITY SERVICES</p> <ol style="list-style-type: none"> 1. ARENA ISSUES: Kinsmen Condition Assessment Summary & Westland Arena concerns re: condition – Oct 2. PLAY ZONE SAFETY REVIEW – Oct 3. INVESTIGATE POSSIBLE LOCATIONS/SCOPE OF A PUMP TRACK <ul style="list-style-type: none"> • DETERMINE ICE ARENA PLAN (Kinsmen Replacement/GC Renewal) • Review CDPR User Fees • Community Event Support – Review Process • Facility Utilization Strategy – Terms of Reference • FRAMEWORK FOR TRUTH AND RECONCILIATION 	
<p>CORPORATE</p> <ol style="list-style-type: none"> 1. THREE YEAR BUDGET OBJECTIVES (operating and capital) report 2. Council Committee: Review – April –Phase I (Assessment) 3. FIVE YEAR CAPITAL PLAN – June/2021 <ul style="list-style-type: none"> • I.T. EXTERNAL REVIEW • EVALUATE - Urban Hobby Beekeeping • PREPARE POLICY CHANGES - Leasing of City Owned Lands • PARTNERSHIP WITH YBID ON DOWNTOWN PARKING 		<p>PLANNING</p> <ol style="list-style-type: none"> 1. RESIDENTIAL LOT REVIEW – Stage 1 Complete City Inventory and determine project scope 2. BUSINESS MKTG: Yorkton Advantage, Gaps & Targets – Feb/2022 3. DOWNTOWN PLAN: Review <ul style="list-style-type: none"> • MARKETING - DEVELOPMENT OF ROUNDHOUSE SUBDIVISON • Development Fees Review • Compliance Inventory: Review 	
<p>ENVIRONMENT</p> <ol style="list-style-type: none"> 1. Industrial Site – Approval Pending – Dec/2021 2. WPCP Environmental Discharge limits agreed and set by W.S.A. and C of Y - June 3. Well Construction underground piping – Dec/2021 <ul style="list-style-type: none"> • Empress Aquifer – test holes • Curbside Recycling Program: Review 		<p>ENGINEERING</p> <ol style="list-style-type: none"> 1. FLEET OPERATIONS REVIEW – Oct/2021. 2. Investigate/Design best option for DP Water & Sewer – Oct/2021 3. Drainage Program: Update – Mar/2022 <ul style="list-style-type: none"> • York Road Options • Facility Asset Management: 	
<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> 1. Regionalized Fire: Approach 2. Fee for Service: Scope 3. EMS Support: Position (Province) <ul style="list-style-type: none"> • Mass Alert: Launch • Fire Underwriter Certification 		<p>PUBLIC WORKS</p> <ol style="list-style-type: none"> 1. Relocate Parks, Fleet and PW operations to City Operations Center – Oct/2021 2. Inventory Management System Implementation – March 2022 3. Infrastructure Renewal Programs Review – June 2022 4. Underground Inspection Update – August 2022 	

TO: Yorkton City Council

FROM: Lonnie Kaal, City Manager

DATE: September 8th, 2021

TOPIC: Strategic Priorities Chart – Dashboard update

Re: What to expect process-wise – September 13th Committee of the Whole - Update Meeting

As a follow up to our strategic planning session from November 20th & 21st, 2020 we committed to reviewing our strategic priority chart on a quarterly basis. This allows Administration the opportunity to provide Council with an update on progress from the strategic objectives assigned. More importantly, **it gives Council the opportunity to provide further direction to administration on the objectives that are deemed a priority.**

The framework has been set up to make progress in each quarter such that priorities and objectives can be accomplished. As such, a limit was established to the number of NOW priorities for each grouping.

- a) Council priorities should be limited to 5
- b) Staffing priorities should be limited to 3

In other words, it is the top five (5) Council priorities that Administration is working on NOW and once these are completed; priorities labelled as NEXT would move into the NOW category

The November priorities were brought forward to a meeting in March where the first update session took place. We are now looking towards updating the third quarter.

- 1) The first attachment includes a list of all priorities that have been put forward from November 2020 to September 2021. The first section shows what has been completed and the second section shows what has been added to the list and still needs to be done.
- 2) The June 22nd Strategic Priorities Chart shows what was on the list last quarter.
Council Priorities are noted on the top half of the chart.
 - Capitalized – denotes a Council priority
 - Green – denotes this priority is in the NOW category
 - The top 5 priorities are noted under Council in Green

- The remaining priorities are noted under NEXT and ADDITIONS TO

Staff Priorities are noted on the bottom half of the chart

- Capitalized – denotes a Council priority
 - Normal type – denotes an administrative objective/priority
 - Green – denotes a Council priority in the NOW category
 - The top 3 priorities are noted under each operational function.
- 3) The June 22nd Strategic Priorities Chart shows what has been completed (in blue) and could come off the list.
 - 4) The September 13th Strategic Priorities Chart shows what has been added since the last quarter and possible additions to the top priorities are noted in green.

The intent of this meeting is for Council to determine what priorities in the NEXT grouping should be moved into the NOW grouping.

Once this is completed, an update to the chart will be provided for adoption at the next Regular Council meeting as part of the Committee of the Whole recommended updates.

STRATEGIC PRIORITIES CHART

Jan 2021 to Sept 2021

Completed (Three Quarters)

CORPORATE PRIORITIES (Council/CAO)

COMPLETED

1. COVID RESPONSE: Service Status
2. RECREATION FACILITY: Priorities
3. 2021 BUDGET: Scenarios
4. BUSINESS INCENTIVE: New Policy
5. TAX POLICY: Review
6. POLICING: Service Analysis (Municipal vs RCMP)
7. POLICING: Building analysis: determine next steps
8. State of Infrastructure: Report
9. DEER PARK CLUBHOUSE: Decide on scope
10. Hwy#9/#10 Beautification: Define scope
11. GALLAGHER CENTRE: Review operations and revise structure re: staffing
12. Contaminated Soil Site Approval
13. N. Sanitary Litigation Update
14. Well Construction Completion
15. Library Services: Mediation with Parkland Regional Library
16. Improve/Increase Information to the Public
17. DOWNTOWN PARKING review

ADVOCACY / PARTNERSHIPS

- Staff Sargent Update
- Division 'F' Liaison
- Rural Municipality: Joint Priorities
- York Road Funding (R2R)
- Grain Miller Road Funding (UCF)
- Hospital Contribution Formula
- Tax Assessment Formulae (SUMA)

NEXT

- COMMUNITY "VIBE" Strategy
- BUSINESS MARKETING: Yorkton Advantage & Targets
- COMMUNITY ENGAGEMENT: Methods Review
- DOWNTOWN PLAN: Review
- RESIDENTIAL LOT: Sale Price
- LONG TERM (5 year) CAPITAL PLAN: Draft
- COMMUNICATION: Community, Public Awareness & Engagement: Define Terms & Desired Outcomes

ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)

- FLEET OPERATIONS REVIEW
- CONSULTANT REVIEW OF I.T. SERVICES
- DETERMINE ICE ARENA PLAN (Kinsmen Replacement/Gallagher Centre Renewal)
- FACILITIES MAINTENANCE PLAN/REVIEW

ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (Apr – June)

- MARKETING - development of Roundhouse Subdivision
- THREE YEAR BUDGET OBJECTIVES (operating & capital) report
- EVALUATE the success of Urban Hobby Beekeeping
- INVESTIGATE possible locations/scope for a pump track
- PREPARE policy changes on leasing of city owned lands

ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (July-Sept)

- FRAMEWORK FOR TRUTH AND RECONCILIATION
- PARTNERSHIP WITH YBID ON DOWNTOWN PARKING

Departmental Priorities

- Council Committees: Phase 1 Review
- WCPC Environmental Discharge Limits: Agreed and set by W.S.A. and C of Y
- Household Organics Review
- Curbside Recycling Program Review
- Regionalized Fire: Approach
- Fee for Service: Fire
- EMS Support
- Mass Alert: Launch
- Fire Underwriter Certification
- Review Recreation and Community Services Fees
- Community Event Support: Review Process
- Facility Utilization Strategy: Terms of Reference
- Offsite Development Fees: Review
- Compliance Inventory: review
- Investigate/Design best option for DP Water & Sewer
- York Road Options
- Drainage Program: Update
- Facility Asset Management
- Inventory Management System: Implement
- Move all operations into new City Operations Building
- Infrastructure Replacement Plans

CAPITALIZED WORDS – Council Priorities
Regular – Operations/Administration Priorities

STRATEGIC PRIORITIES CHART

June 22nd, 2021 (completed)

COUNCIL (Green is Now)	CORPORATE PRIORITIES (Council/CAO) (Council Priorities are CAPITALIZED)
<p>Current Priorities</p> <ol style="list-style-type: none"> 1. POLICING: Analysis of Facilities 2. BUSINESS MARKETING: Yorkton Advantage Gaps & Targets 3. EXPLORE KINSMEN ARENA OPTIONS – (hire consultant) 4. PLAY ZONE SAFETY REVIEW 5. 3 YEAR BUDGET OBJECTIVES (operating and capital) report <p>Next Priorities</p> <ol style="list-style-type: none"> 1. LONG TERM (5 year) CAPITAL PLAN: Draft • COMMUNICATION: Community, Public Awareness & Engagement: Define Terms & Desired Outcomes • DOWNTOWN PLAN: Review • RESIDENTIAL LOT: Sale Price (<i>Configuration of subdivision</i>) • COMMUNITY 'VIBE': Strategy <p><u>ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)</u></p> <ul style="list-style-type: none"> • FLEET OPERATIONS REVIEW • CONSULTANT REVIEW OF I.T. SERVICES 	<p>ADVOCACY / PARTNERSHIPS</p> <ul style="list-style-type: none"> • Staff Sargent Update • Division 'F' Liaison • Rural Municipality: Joint Priorities • York Road Funding (R2R) • Grain Miller Road Funding (UCF) • Hospital Contribution Formula • Tax Assessment Formulae (SUMA) <p><u>ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)</u></p> <ul style="list-style-type: none"> • DETERMINE ICE ARENA PLAN (Kinsmen Replacement/Gallagher Centre Renewal) • FACILITIES MAINTENANCE PLAN/REVIEW <p><u>ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (Apr – June)</u></p> <ul style="list-style-type: none"> • MARKETING - development of Roundhouse Subdivision • EVALUATE the success of Urban Hobby Beekeeping • INVESTIGATE possible locations/scope for a pump track • PREPARE policy changes on leasing of city owned lands
STAFF	OPERATIONAL STRATEGIES (CAO/Staff) (Staff Priorities are not Capitalized)
<p>CHIEF ADMINISTRATIVE OFFICER</p> <ol style="list-style-type: none"> 1. POLICING – Analysis on building and next steps – June/2021 2. BUSINESS MARKETING: Yorkton Advantage Gaps & Targets 3. THREE YEAR BUDGET OBJECTIVES (operating and capital) report <ul style="list-style-type: none"> • COMMUNITY: COMMUNICATION/PUBLIC AWARENESS & ENGAGEMENT: Define terms & desired outcomes • FLEET OPERATIONS REVIEW • Library Services – mediation with Parkland Regional Library • FACILITIES MAINTENANCE plan/review 	<p>COMMUNITY SERVICES</p> <ol style="list-style-type: none"> 1. ARENA ISSUES: Kinsmen Condition Assessment Summary & Westland Arena concerns re: condition – Sept 2. PLAY ZONE SAFETY REVIEW – Sept 3. DETERMINE ICE ARENA PLAN (Kinsmen Replacement/GC Renewal) <ul style="list-style-type: none"> • REVIEW CDPR User Fees • Community Event Support – Review Process • Facility Utilization Strategy – Terms of Reference • INVESTIGATE POSSIBLE LOCATIONS/SCOPE OF A PUMP TRACK
<p>CORPORATE</p> <ol style="list-style-type: none"> 1. THREE YEAR BUDGET OBJECTIVES (operating and capital) report 2. Council Committee: Review – April –Phase I (Assessment) 3. FIVE YEAR CAPITAL PLAN – June/2021 <ul style="list-style-type: none"> • DOWNTOWN: Parking Review • I.T. EXTERNAL REVIEW • EVALUATE - Urban Hobby Beekeeping • PREPARE POLICY CHANGES - Leasing of City Owned Lands 	<p>PLANNING</p> <ol style="list-style-type: none"> 1. BUSINESS MKTG: Yorkton Advantage, Gaps & Targets - April 2. RESIDENTIAL LOT: Review – July 3. DOWNTOWN PLAN: Review <ul style="list-style-type: none"> • MARKETING - DEVELOPMENT OF ROUNDHOUSE SUBDIVISON • Development Fees Review • Compliance Inventory: Review
<p>ENVIRONMENT</p> <ol style="list-style-type: none"> 1. Contaminated Soil Site: Approval – April 2. WPCP Environmental Discharge limits agreed and set by W.S.A. and C of Y - June 3. Well Construction: Completion – June <ul style="list-style-type: none"> • Household Organics review • Curbside Recycling Program: Review 	<p>ENGINEERING</p> <ol style="list-style-type: none"> 1. FLEET OPERATIONS REVIEW – June/2021. 2. N. Sanitary Litigation: Update – April/2021. 3. Investigate/Design best option for DP Water & Sewer <ul style="list-style-type: none"> • York Road Options • Drainage Program: Update • Facility Asset Management:
<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> 1. Regionalized Fire: Approach – April 2. Fee for Service: Scope – May 3. EMS Support: Position (Province) - July <ul style="list-style-type: none"> • Mass Alert: Launch • Fire Underwriter Certification 	<p>PUBLIC WORKS</p> <ol style="list-style-type: none"> 1. Improve / Increase Information to the Public 2. Inventory Management: System – Aug/2021 3. Move all operations into the new City Operations building <ul style="list-style-type: none"> • Infrastructure Replacement Plans – Oct/2021

STRATEGIC PRIORITIES CHART

September 13th, 2021

COUNCIL	(Green is Now)	CORPORATE PRIORITIES (Council/CAO)	(Council Priorities are CAPITALIZED)
<p>Current Priorities</p> <ol style="list-style-type: none"> 1. EXPLORE KINSMEN ARENA OPTIONS – (hire consultant) 3. PLAY ZONE SAFETY REVIEW 4. 3 YEAR BUDGET OBJECTIVES (operating and capital) report 5. BUSINESS MARKETING: Yorkton Advantage Gaps & Targets (possibly defer) <p>Next Priorities</p> <ol style="list-style-type: none"> 1. LONG TERM (5 year) CAPITAL PLAN: Draft (possibly top 5) • COMMUNICATION: Community, Public Awareness & Engagement: Define Terms & Desired Outcomes • DOWNTOWN PLAN: Review • RESIDENTIAL LOT: Sale Price (Configuration of subdivision) • COMMUNITY 'VIBE': Strategy <p><u>ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)</u></p> <ul style="list-style-type: none"> • FLEET OPERATIONS REVIEW (possibly top 5) • CONSULTANT REVIEW OF I.T. SERVICES (possibly top 5) 		<p>ADVOCACY / PARTNERSHIPS</p> <ul style="list-style-type: none"> • Staff Sargent Update • Division 'F' Liaison • Rural Municipality: Joint Priorities • York Road Funding (R2R) • Grain Miller Road Funding (UCF) • Hospital Contribution Formula • Tax Assessment Formula (SUMA) <p><u>ADDITIONS TO "NEXT FROM COUNCIL MEETINGS (Nov – Mar)</u></p> <ul style="list-style-type: none"> • DETERMINE ICE ARENA PLAN (Kinsmen Replacement/Gallagher Centre Renewal) • FACILITIES MAINTENANCE PLAN/REVIEW <p><u>ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (Apr – June)</u></p> <ul style="list-style-type: none"> • MARKETING - development of Roundhouse Subdivision • EVALUATE the success of Urban Hobby Beekeeping • INVESTIGATE possible locations/scope for a pump track • PREPARE policy changes on leasing of city owned lands <p><u>ADDITIONS TO "NEXT" FROM COUNCIL MEETINGS (July-Sept)</u></p> <ul style="list-style-type: none"> • FRAMEWORK FOR TRUTH AND RECONCILIATION • PARTNERSHIP WITH YBID ON DOWNTOWN PARKING 	
STAFF	OPERATIONAL STRATEGIES (CAO/Staff)	(Staff Priorities are not Capitalized)	
<p>CHIEF ADMINISTRATIVE OFFICER</p> <ol style="list-style-type: none"> 1. TAX ASSESSMENT – Advocacy – City Mayors Caucus 2. THREE YEAR BUDGET OBJECTIVES (operating and capital) report 3. BUSINESS MARKETING: Yorkton Advantage Gaps & Targets 4. FLEET OPERATIONS REVIEW <ul style="list-style-type: none"> • COMMUNITY: COMMUNICATION/PUBLIC AWARENESS & ENGAGEMENT: Define terms & desired outcomes • FACILITIES MAINTENANCE plan/review • Assessment 		<p>COMMUNITY SERVICES</p> <ol style="list-style-type: none"> 1. ARENA ISSUES: Kinsmen Condition Assessment Summary & Westland Arena concerns re: condition – Oct 2. PLAY ZONE SAFETY REVIEW – Oct 3. DETERMINE ICE ARENA PLAN (Kinsmen Replacement/GC Renewal) <ul style="list-style-type: none"> • INVESTIGATE POSSIBLE LOCATIONS/SCOPE OF A PUMP TRACK • Review CDPR User Fees • Community Event Support – Review Process • Facility Utilization Strategy – Terms of Reference • FRAMEWORK FOR TRUTH AND RECONCILIATION 	
<p>CORPORATE</p> <ol style="list-style-type: none"> 1. THREE YEAR BUDGET OBJECTIVES (operating and capital) report 2. Council Committee: Review – April –Phase I (Assessment) 3. FIVE YEAR CAPITAL PLAN – June/2021 <ul style="list-style-type: none"> • I.T. EXTERNAL REVIEW • EVALUATE - Urban Hobby Beekeeping • PREPARE POLICY CHANGES - Leasing of City Owned Lands • PARTNERSHIP WITH YBID ON DOWNTOWN PARKING 		<p>PLANNING</p> <ol style="list-style-type: none"> 1. BUSINESS MKTG: Yorkton Advantage, Gaps & Targets – Feb/2022 2. RESIDENTIAL LOT: Review 3. DOWNTOWN PLAN: Review <ul style="list-style-type: none"> • MARKETING - DEVELOPMENT OF ROUNDHOUSE SUBDIVISON • Development Fees Review • Compliance Inventory: Review 	
<p>ENVIRONMENT</p> <ol style="list-style-type: none"> 1. Industrial Site – Approval Pending – Dec/2021 2. WPCP Environmental Discharge limits agreed and set by W.S.A. and C of Y - June 3. Well Construction underground piping – Dec/2021 <ul style="list-style-type: none"> • Empress Aquifer – test holes • Curbside Recycling Program: Review 		<p>ENGINEERING</p> <ol style="list-style-type: none"> 1. FLEET OPERATIONS REVIEW – Sept/2021. 2. Investigate/Design best option for DP Water & Sewer – Oct/2021 3. Drainage Program: Update – Mar/2022 <ul style="list-style-type: none"> • York Road Options • Facility Asset Management: 	
<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> 1. Regionalized Fire: Approach 2. Fee for Service: Scope 3. EMS Support: Position (Province) <ul style="list-style-type: none"> • Mass Alert: Launch • Fire Underwriter Certification 		<p>PUBLIC WORKS</p> <ol style="list-style-type: none"> 1. Relocate Parks, Fleet and PW operations to City Operations Center – Oct/2021 2. Inventory Management System Implementation – March 2022 3. Infrastructure Renewal Programs Review – June 2022 4. Underground Inspection Update – August 2022 	