

COMMITTEE OF THE WHOLE COUNCIL MEETING AGENDA

Monday, May 8, 2023 – 5:00 p.m.

Council Chambers, City Hall

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **OPEN**
 - Administrative Report
 - City Manager – Council Priorities Update – 2023 Quarter 1
 - Director of Finance
 - 5 Year Capital Overview and Financial Update 2023-2028
4. **IN CAMERA**
 - 1 Personnel Item
5. **RECOMMENDATIONS FROM IN-CAMERA COMMITTEE OF THE WHOLE COUNCIL**
6. **ADJOURNMENT**



MEMORANDUM

TO: Yorkton City Council

FROM: Lonnie Kaal, City Manager

DATE: May 2nd, 2023

TOPIC: Council Priorities Chart – Dashboard update

Re: What to expect process-wise – May 8th, 2023 Committee of the Whole - Update Meeting

In November, 2020 we committed to reviewing our Council priority chart on a quarterly basis. These priorities are IN ADDITION to the work required on an annual basis. This **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

We are now looking towards updating the first quarter of 2023.

- 1) The May 8th Council Priorities Chart shows what was on the list last quarter, and any items completed to date.
 - a. 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
 - Orange – denotes what has been completed and could come off the list
 - b. Staff Priorities are noted on the bottom half of the chart
 - Capitalized – denotes a Council priority
 - Normal type (text) – denotes an administrative objective/priority
 - Green – denotes a Council priority in the NOW category
 - The top three (3) priorities are noted under each operational function.

- c. The advocacy/partnerships section includes issues that Council is to initiate and move forward.

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.

ENCLOSURES:

1. May 8th, 2023 Council Priorities Chart (Includes updates on completion)

COUNCIL PRIORITIES CHART

May 8, 2023 (Completed)

COUNCIL (Green is Now)	CORPORATE PRIORITIES (Council/CAO) (Council Priorities are CAPITALIZED)	
<p>Current Priorities</p> <ol style="list-style-type: none"> BUSINESS MARKETING: Yorkton Advantage Gaps & Targets (June) Meet with both RM's to DETERMINE PLANS FOR RURAL ROADS LONG TERM (5 year) CAPITAL PLAN: Draft (June) EXPLORE EXTERNAL OPERATIONS AUDIT: Phase II (Determine what areas to look into – Human Resources (productivity in certain departments), Service Delivery (which functions or departments), Best Practices (what specific areas) WORK WITH CONSULTANT ON OPERATIONS REVIEW 	<p>Next Priorities</p> <ul style="list-style-type: none"> ACCESS (ABILITIES) TRANSIT REVIEW (add from June 3/2022 Council Meeting) YORK LANDING SUBDIVISION - review FACILITIES MAINTENANCE PLAN/REVIEW – Oct 2023 	
<p>ADVOCACY / PARTNERSHIPS (Council to initiate these discussions in 2022 with appropriate politicians and organizations)</p> <ul style="list-style-type: none"> Rural Municipality: Joint Priorities (Meet Quarterly) Grain Miller Road Funding (UCF) Hospital Contribution Formula Tax Assessment Formula (SUMA) Division F Subdivision (Building and RCMP) 		
STAFF OPERATIONAL STRATEGIES (CAO/Staff) (Staff Priorities are not Capitalized)		
<p>CHIEF ADMINISTRATIVE OFFICER</p> <ol style="list-style-type: none"> BUSINESS MARKETING: Yorkton Advantage Gaps & Targets (Nov) Meet with both RM's to DETERMINE PLANS FOR RURAL ROADS LIBRARY – Endeavor to execute an agreement <ul style="list-style-type: none"> REC MASTER PLAN – Report and Visioning Underway FACILITIES MAINTENANCE plan/review 	<p>COMMUNITY SERVICES</p> <ol style="list-style-type: none"> REC MASTER PLAN – Final Draft being prepared for presentation to Council June 5th, then public, then final draft to Council June 26th. Columbia Park – Design and Tender package near complete, project on hold. GC ice Plant replacement underway – scheduled completion mid July. Kinsmen Arena ice system upgrade – testing soil under slab, design and planning with work planned for 2024. Construction of Deer Park Clubhouse – Pro Shop opened April 24th, remainder of clubhouse to be turned over June 5th. <ul style="list-style-type: none"> ACCESS (ABILITIES) TRANSIT REVIEW – user survey completed. Review CDP User Fees – to be considered with Rec Master Plan Community Event Support – Review Process Facility Utilization Strategy – Terms of Reference 	
<p>CORPORATE</p> <ol style="list-style-type: none"> REPORT ON COST SAVINGS (past budgets) & Possible future considerations. (Nov 2022) LONG TERM (FIVE YEAR CAPITAL PLAN): Draft (Dec 2022) Council Committee Review – Phase 1 (Assessment) <ul style="list-style-type: none"> Succession Planning for all departments Provide City Wide Training on LAFOIP process 	<p>PLANNING</p> <ol style="list-style-type: none"> BUSINESS MARKETING: Yorkton Advantage, Gaps & Targets (June) Airport Terminal Building and related agreements Streamline business licensing process <ul style="list-style-type: none"> Complete outstanding issues on land purchases/sales YORK LANDING SUBDIVISION - review 	
<p>ENVIRONMENT</p> <ol style="list-style-type: none"> LIGHT UP THE TOWER – Report back to Council with Recommendations Well Building construction (underground piping completed) Compost Program Assessment <ul style="list-style-type: none"> Wastewater Renewal Project – Consultation, Development of business case, conceptual design 	<p>ENGINEERING</p> <ol style="list-style-type: none"> Gravel Roads – status update (list, cost estimate and traffic counts) Cross train staff and improve service delivery & coverage Determine a realistic 5 year plan for drainage/storm system. <ul style="list-style-type: none"> Facility Asset Management 	
<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> Regionalized Fire: Approach - April Fee for Service: Scope EMS Support: Position (Province) <ul style="list-style-type: none"> Fire Underwriter Certification 	<p>PUBLIC WORKS</p> <ol style="list-style-type: none"> Inventory Management System Implementation – 2023 Infrastructure Renewal Programs Review Underground Inspections Update 	



DATE: May 8, 2023
TO: Committee of the Whole Council
FROM: Ashley Stradeski, Director of Finance
TOPIC: 5-Year Capital Plan

Capital Budgeting For the Future

During our capital budget planning process, and with requirements for the Gas Tax Funding we receive annually, we discuss and prepare “rough” capital plans for the future.

While it is important to have an idea of our capital needs for the next 1-2 years as planning needs to commence now, having a longer term outlook will ensure that we have funding in place to achieve the capital goals of the City.

During the 2023 / 2024 capital budget strategic planning sessions, it was identified that beginning in 2025 we will have a more discrete allocation of our capital dollars, such that departments receive annual funding towards projects without having to “compete” against other departments for available capital dollars. That plan has been outlined in attachment #1, with the estimate 1% per year of capital increase in taxation applied on a pro-rata basis, to give an idea of the funding available. Having a portion of the capital budget pre-allocated such as this will allow larger scale projects to be funded over several years – for example, if the Airport has a \$750,000 project it needs to complete, it can plan such that it will require three years’ worth of “saving” it’s annual capital allocation.

At the end of 2027, we will have an annual capital budget of \$6,000,000; this is up 50% from 2018’s of \$4,000,000. In addition to this “discretionary” capital spending, there is also our loan payments, which represent additional capital dollars as all the loans are for capital projects. The total amount will hit \$10,000,000 in 2027.

Of note is that the loans for the Fire Hall and Dracup will be finished in the next five years; the intent would be to utilize this money on an annual basis for similar capital – infrastructure & facilities.

Upcoming Large Capital Projects

As far as large projects on the horizon, the biggest planned projects over the next five years are:

- York Road - \$25 million; Funded by Roads & Drainage (\$2.5 million / year)
- Gallagher / Kinsmen Upgrades: \$3.86 million; funded by rec levy (\$1.15m / year)
- Landfill Cell, Building & Closure: \$13 million; funded from utility
- Well Replacements & Improvements: \$11.745 million; funded from utility
- Water Plant & Water Line Upgrades: \$14.65 million; funded from utility
- Water Pollution Control Plant: \$70 million (?); funded from utility

Funding for these projects is described with each, and there is sufficient funding to accomplish the majority of them, with continued increases to utility rates to fund the utility projects.

Reviewing the truncated 5 year capital plan that was submitted to Gas Tax (attachment #2), it's clear there are more potential projects than there is funding, so realistically not all of the projects can be completed, however these will go through our regular process and be approved by Council within the capital budget as time goes on.

Are there any other larger projects Council would like us to begin investigating and planning? The ones listed are all based on needs, advanced planning, and so forth but by no means is the list exhaustive.

Options:

1. That the Committee of the Whole Council receive and file this report
2. That the Committee of the Whole Council give other direction

Recommendation:

That the Committee of the Whole Council receive and file this report.

Capital Budget Allocations

1% Capital Increase: 280,000

	2023	2024	2025	2026	2027	2028
Roads	2,075,000	2,000,000	2,000,000	2,102,409	2,204,819	2,307,228
Drainage	500,000	500,000	500,000	525,602	551,205	576,807
Airport	518,000	250,000	250,000	262,801	275,602	288,404
Parks	1,140,000	205,000	150,000	157,681	165,361	173,042
Deer Park	230,000	126,000	150,000	157,681	165,361	173,042
Facilities	-	930,000	400,000	420,482	440,964	461,446
Other / Unallocated	447,000	1,177,245	2,018,245	2,121,589	2,224,932	2,328,276
Discretionary Capital	4,910,000	5,188,245	5,468,245	5,748,245	6,028,245	6,308,245
Rec Facilities (Clubhouse / Arenas)	1,151,254	1,151,254	1,151,254	1,151,254	1,151,254	1,151,254
City Operations Center	1,476,523	1,476,523	1,476,523	1,476,523	1,476,523	1,476,523
Dracup	696,198	696,198	696,198	696,198	696,198	696,198
Fire Hall	648,789	648,789	648,789	648,789	648,789	648,789
Loan Payments Total	3,972,764	3,972,764	3,972,764	3,972,764	3,972,764	3,972,764
Annual Total Capital	8,882,764	9,161,009	9,441,009	9,721,009	10,001,009	10,281,009

CITY OF YORKTON
5 Year Capital Plan
Prepared March 17, 2023

Landfill - Self Sustaining

	2023	2024	2025	2026	2027	Total
Landfill Storage Building - Design & Construction			\$ 3,000,000			\$ 3,000,000
Compost Pad / Stormwater Pond - Design & Construction					\$ 800,000	\$ 800,000
Existing Landfill Closure - Capping + Transfer Station					\$ 4,300,000	\$ 4,300,000
Phase II Cell - Design & Construction					\$ 5,500,000	\$ 5,500,000
Total Program Cost	\$ -	\$ -	\$ 3,000,000	\$ -	\$ 10,600,000	\$ 13,600,000

Water Works - Self Sustaining

	2023	2024	2025	2026	2027	Total
Water Tower - Inspection/Recoating/light up tower	\$ 1,075,000					\$ 1,075,000
Water Main Replacement Circlebrooke	\$ 1,818,700					\$ 1,818,700
Water Main Replacement - Park / Agriculture		\$ 441,300				\$ 441,300
Watermain replacement			\$ 500,000	\$ 500,000	\$ 600,000	\$ 1,600,000
Well rehab / well demo / Yorklake line inspection	\$ 420,000					\$ 420,000
Well 11 - Well Replacement/New Building/Mechanical/Generator			\$ 325,000	\$ 800,000		\$ 1,125,000
Well 7 - Waterline Replacement (7 - well 6, ~1635m)/Well Replacement/Mechanical				\$ 700,000		\$ 700,000
Well 7 - well replacement / mechanical					\$ 600,000	\$ 600,000
Well 8 - Well Replacement/Building / Mechanical					\$ 1,000,000	\$ 1,000,000
Well 8 & 9 Waterline - Replace Well Line Under Yorklake (~500m)				\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
Well 16 - New Well/Building/Mechanical/Electrical/Line Easements				\$ 1,450,000	\$ 1,450,000	\$ 2,900,000
Well Line from #16 to #15					\$ 3,300,000	\$ 3,300,000
Water Plant - Filter media			\$ 650,000			\$ 650,000
Water Plant Expansion					\$ 5,000,000	\$ 5,000,000
North Industrial Water Line					\$ 5,000,000	\$ 5,000,000
North Industrial Water Tower - Design/Construction/Installation					\$ 4,000,000	\$ 4,000,000
Total Program Cost	\$ 3,313,700	\$ 441,300	\$ 1,475,000	\$ 3,450,000	\$ 22,650,000	\$ 31,330,000

Wastewater Treatment Plant - Self Sustaining

	2023	2024	2025	2026	2027	Total
WPCP Conceptual Design						\$ -
WPCP Prelim Design	\$ 1,200,000					\$ 1,200,000
WPCP Detailed Design		\$ 5,800,000				\$ 5,800,000
WPCP Plant Expansion			\$ 10,000,000	\$ 40,000,000	\$ 20,000,000	\$ 70,000,000
Total Program Cost	\$ 1,200,000	\$ 5,800,000	\$ 10,000,000	\$ 40,000,000	\$ 20,000,000	\$ 77,000,000

Total Self-Sustaining Capital	\$ 4,513,700	\$ 6,241,300	\$ 14,475,000	\$ 43,450,000	\$ 53,250,000	\$ 121,930,000
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CITY OF YORKTON
5 Year Capital Plan
 Prepared March 17, 2023

Planning, Building & Development

	2023	2024	2025	2026	2027	Total
Airport - Runway Rehabilitation	\$ 250,000				\$ 250,000	\$ 500,000
Airport - New Terminal Building	\$ 268,000	\$ 232,000				\$ 500,000
Airport - Runway Lights Upgrades				\$ 250,000		\$ 250,000
Airport Equipment - Plow Truck, Back Up Generator & Snowblower		\$ 370,000	\$ 350,000			\$ 720,000
Total Program Cost	\$ 518,000	\$ 602,000	\$ 350,000	\$ 250,000	\$ 250,000	\$ 1,970,000

Engineering & Asset Management

	2023	2024	2025	2026	2027	Total
Drainage Plan - Victoria Ditch				\$ 350,000	\$ 4,200,000	\$ 4,550,000
Traffic Pole Replacement @ Intersections		\$ 670,000		\$ 450,000		\$ 1,120,000
Intersection Signals - Hwy 9 & King St		\$ 2,300,000				\$ 2,300,000
Intersection Signals - Hwy 9 & Queen St				\$ 1,200,000		\$ 1,200,000
Intersection Upgrade - Hwy 9 & York Road					\$ 2,500,000	\$ 2,500,000
South Access @ Roundhouse Subdivision			\$ 560,000			\$ 560,000
Intersection Signals - Hwy 9 & Potoski Road					\$ 1,500,000	\$ 1,500,000
Intersection Signals - Smith St & Myrtle Ave					\$ 450,000	\$ 450,000
York Road Underground Utilities	\$ 4,400,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000		\$ 10,400,000
York Road Reconstruction	\$ 3,100,000	\$ 3,100,000				\$ 6,200,000
Fleet Purchases	\$ 1,061,500	\$ 450,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 3,611,500
Highway 10 East Upgrades (UHCP)		\$ 460,000				\$ 460,000
Total Program Cost	\$ 8,561,500	\$ 8,980,000	\$ 3,260,000	\$ 4,700,000	\$ 9,350,000	\$ 34,851,500

Public Works

	2023	2024	2025	2026	2027	Total
Resurfacing/Overlay Program	\$ 616,000	\$ 631,400	\$ 647,185	\$ 663,365	\$ 679,949	\$ 3,237,898
Total Program Cost	\$ 616,000	\$ 631,400	\$ 647,185	\$ 663,365	\$ 679,949	\$ 3,237,898

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Pathways						
	2023	2024	2025	2026	2027	Total
Weinmaster Park Pathway			\$ 1,000,000			\$ 1,000,000
Heritage Heights Pathway				\$ 200,000		\$ 200,000
Riverside Terrace Park Path Paving					\$ 400,000	\$ 400,000
Total Program Cost	\$ -	\$ -	\$ 1,000,000	\$ 200,000	\$ 400,000	\$ 1,600,000

Gallagher Centre						
	2023	2024	2025	2026	2027	Total
GC Upgrades (dehumidification, rooftop units, etc)	\$ 1,076,000	\$ 125,000	\$ 300,000	\$ 545,000	\$ 200,000	\$ 2,246,000
Ice Plant System Upgrades	\$ 967,000					\$ 967,000
Ice Covering System					\$ 300,000	\$ 300,000
Total Program Cost	\$ 2,043,000	\$ 125,000	\$ 300,000	\$ 545,000	\$ 500,000	\$ 3,513,000

Deer Park						
	2023	2024	2025	2026	2027	Total
Maintenance Staff Trailer	\$ 50,000					\$ 50,000
Irrigation & Drainage	\$ 100,000	\$ 100,000	\$ 100,000	\$ 150,000	\$ 100,000	\$ 550,000
Equipment Replacement	\$ 60,000		\$ 100,000	\$ 100,000	\$ 100,000	\$ 360,000
Storage / Seacan	\$ 15,000	\$ 26,000	\$ 30,000			\$ 71,000
Fleet & Cart Storage Building				\$ 750,000		\$ 750,000
Road Lights				\$ 50,000		\$ 50,000
Driving Range Netting / Mats				\$ 25,000	\$ 125,000	\$ 150,000
Total Program Cost	\$ 225,000	\$ 126,000	\$ 230,000	\$ 1,075,000	\$ 325,000	\$ 1,981,000

CITY OF YORKTON
5 Year Capital Plan
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Indoor Facilities

	2023	2024	2025	2026	2027	Total
Godfrey Dean Exterior Renovation & Flooring	\$ 185,000			\$ 25,000		\$ 210,000
Kinsmen Arena Ice Systems Upgrades		\$ 2,775,000				\$ 2,775,000
Westland Arena Ice Plant Replacement	\$ 1,085,000					\$ 1,085,000
Roof Replacement Program - Godfrey Dean & Gloria Hayden CC		\$ 330,000	\$ 125,000	\$ 50,000	\$ 50,000	\$ 555,000
Godfrey Dean/Gloria Hayden Windows			\$ 40,000	\$ 40,000	\$ 40,000	\$ 120,000
Gloria Hayden - Court Wall Replacement			\$ 100,000			\$ 100,000
Kinsmen Arena LED Sign				\$ 85,000		\$ 85,000
Library - Flooring Replacement					\$ 120,000	\$ 120,000
Total Program Cost	\$ 1,270,000	\$ 3,105,000	\$ 265,000	\$ 200,000	\$ 210,000	\$ 5,050,000

Parks and Outdoor Facilities

	2023	2024	2025	2026	2027	Total
Parks & Rec Master Plan Study	\$ 100,000					\$ 100,000
Broadway & Hwy 9 Beautification, other locations - Grass & Trees		\$ 105,000				\$ 105,000
Hertiage Heights Tennis & Pickleball Court Improvements		\$ 220,000				\$ 220,000
Baseball Diamond & Dugout Improvements		\$ 160,000				\$ 160,000
Columbia Park Basketball Courts			\$ 300,000			\$ 300,000
Fit-Park (Logan Green)				\$ 100,000		\$ 100,000
Columbia Park Pump Bike Course				\$ 450,000		\$ 450,000
Weinmaster Park - Washrooms & Shelter					\$ 175,000	\$ 175,000
Total Program Cost	\$ 100,000	\$ 485,000	\$ 300,000	\$ 550,000	\$ 175,000	\$ 1,610,000

Total Capital (Requiring Funding)	\$ 13,333,500	\$ 14,054,400	\$ 6,352,185	\$ 8,183,365	\$ 11,889,949	\$ 53,813,398
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Total City Capital - 5 Year Plan	\$ 17,847,200	\$ 20,295,700	\$ 20,827,185	\$ 51,633,365	\$ 65,139,949	\$ 175,743,398
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