

CITY OF YORKTON
REGULAR COUNCIL MEETING AGENDA

Monday, January 8, 2024 - 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 – December 18, 2023
5. **UNFINISHED BUSINESS**
6. **REPORTS OF COUNCIL COMMITTEES AND MATTERS REFERRED**
 - Protective Services Committee Meeting Minutes – September 12, 2023
 - Economic Development Committee Meeting Minutes – November 9, 2023
 - Mayor Hipsley – 2024 Council Committee/Commission/Board Appointments
7. **HEARING OF PETITIONS, PUBLIC NOTICES AND PRESENTATIONS**
8. **BUSINESS ARISING OUT OF PETITIONS, PUBLIC NOTICES AND PRESENTATIONS**
9. **CORRESPONDENCE**
 - Tourism Yorkton – 2023 Annual Report
10. **BYLAWS**
11. **ADMINISTRATIVE REPORTS**
 - Director of Finance
 - 2024 Operating and 2024/2025 Capital Budgets
12. **GIVING NOTICE OF MOTION**
13. **IN CAMERA SESSION**
 - 1 Other Item
14. **ADJOURNMENT**

Protective Services Committee

MINUTES

September 12, 2023

7:00 AM

Yorkton Fire Protective
Services

Attendees	Lauretta Ritchie-McInnes, Bylaw & Safety Supervisor Nicole Baptist, Fire Chief Trevor Morrissey, Mayor Mitch Hipsley, CV Sastry, CN Constable Hank Neumiller, Michelle Goulden, Andrew Sedley, Scott Robertson, Councillor Dustin Brears
Regrets	Larry Pearen, Greg Klingspon, Staff Sgt. Burton Jones
Absent	EMS Kelly Prime, Dale Hintz
Recording	Jen Prysliak
Call to order	7:01 a.m.
Adjourn	8:38 a.m.

Agenda Topics

Approval of Agenda

Motion 23-10	Sedley That the agenda be approved as presented. Carried.
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Minutes of the May 9, 2023 Meeting

Discussion	Minutes from the May 9, 2023 meeting were circulated.
Motion 23-11	Goulden Minutes of May 9, 2023 meeting be approved as circulated. Carried.

Unfinished Business

Harm Reduction	<ul style="list-style-type: none">• Talk of leaving Narcan Kit with the patient, SHA taking on the initiative.• Meeting April 6, discuss Blood Pressure Clinics in Senior Centers, Care Homes etc. for preventative measures. Teaming up with Stroke and Cardiac Prevention and Public Health.• Waiting for more needle bins to be placed around town, they are being used very regularly.• Meeting July 4, new sharps bins at Bruno's Place.• New initiatives being discussed.
Voyent Alert	<ul style="list-style-type: none">• Suggestion to promote as a Committee, promote Voyent Alert on billboards around Yorkton. Discuss with Marketing Co-ordinator and

	<p>Communications Management.</p> <ul style="list-style-type: none"> • Over 1,000 users. • Templates to SaskEnergy to approve and use in case of emergency. • Continue to create advertising on all social media platforms. • Voyent is being utilized, with many informational alerts going out to the public daily/weekly. • Total Voyent Alerts approx. 76,000 from April to September. Critical alerts are down.
Motion 23-12	<p>Sedley</p> <ul style="list-style-type: none"> • Develop a promotional campaign for Voyent Alert. Carried.
Regionalized Fire	<ul style="list-style-type: none"> • Meeting with R.M.'s on training to enhance resources, expanding out to Canora. • FC Morrissey met with Springside Fire Dept. regarding a mutual aid agreement for any needed resources involving incidents/weather emergencies on Highway 16. Quarterly training to start as per discussion. • Running Hazmat Ops course for the region, Springside Fire Dept. and many other communities in the area. • New Deputy Chief Chris Turcot, meeting with local Fire Depts. on mutual aid training exercises. • Model to be set up by province, government funding.
Safety Patrol Installation Ceremonies – Fall 2023	<ul style="list-style-type: none"> • Reaching out to schools, CAA no response, need assistance to hand out city certificates and medals to kids. Contact Sask-Safety Council again. • Funding from SGI to assist with costs and better thank you packages.
Community Safety & Well-Being Initiatives	<ul style="list-style-type: none"> • Received funding. \$34,000 grant to use on the project. • Working with Ray Gosselin Architect Consultant, met with stakeholders, committee groups and toured The City, they provided a report brought to Council and are happy with the suggestions. • Looking at different options from the report, created a chart regarding the recommendations. • Create a policy for graffiti on public property, private property. • Paint/graffiti kit vouchers handed out by YBID/Chamber. • Residential graffiti is lower than business/downtown graffiti problem. • Engagement from Bylaw Services to get into schools to talk to kids. • Restorative Justice Pieces, graffiti mural piece to incorporate more interactive mural pieces. Create a designated graffiti space – recommended by consultants. • Businesses to promote their spaces to use for art. Providing reports to schools, Yorkton Arts Council to bring Graffiti artists to teach graffiti art.
Motion 23-13	<p>Brears</p> <ul style="list-style-type: none"> • Fire Chief to enter into discussions with Council regarding the focus of PSC to be houselessness mitigation strategies for The City. • Fire Chief Morrissey, Bylaw & Safety Supervisor Nicole Baptist and PSC Chairperson Laretta Ritchie-McInnes to collaborate to bring new advisory committee members in. Carried.

CV Sastry leaves meeting at 8:04 a.m.

New Business

1 Million March for Children	<ul style="list-style-type: none">A march for children's rights expected to have protesters, notify RCMP.
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Department Updates

Fire Department	<ul style="list-style-type: none">Fire Prevention Week – October 8-14.Hosting a pancake breakfast on October 11th, 7-10 a.m.
RCMP	<ul style="list-style-type: none">No update provided.
Bylaw	<ul style="list-style-type: none">No update provided.
CN Police	<ul style="list-style-type: none">No update provided.
EMS	<ul style="list-style-type: none">No update provided.
PSAR	<ul style="list-style-type: none">No update provided.

Next Meeting

Tuesday November 14th, 2023 @ 7:00 a.m.

Adjournment

Motion 23-14	Robertson Meeting adjourned at 8:38 a.m.
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X

Lauretta Ritchie-McInnes

Lauretta Ritchie-McInnes
Chairperson

X

Jen Prysliak

Jen Prysliak
Secretary

Economic Development Committee

MINUTES

NOVEMBER 9, 2023

7:00 A.M CITY HALL – MEETING ROOM A

Attendees	Chairperson: Bob Knox Councillors: Councillor Darcy Zaharia (via Zoom), Councillor Dustin Brears Members: David McKerchar, Marty Sveinbjornson, Don Reed, Ayodele Komolafe (via Zoom)
Invited Guests	Donna Brothwell
Staff	David Balysky (Business Liaison)
Regrets	Councillors: Members: Gwen Machnee, Raymond Sharp Guests: Mayor Mitch Hipsley, Juanita Polegi
Absent	Councillors: Members: Staff:
Recording	David Balysky
Call to Order	7:05 am
Adjourn	8:30 am

ADOPTION OF AGENDA

Discussion	Review of agenda items for discussion.
Motion 35-23	That the agenda be approved as presented
Motion 36-23	Knox To amend the agenda by adding - USask Medical Student Rural Catalogue Carried
	Sveinbjornson To approve the agenda as amended. Carried

MINUTES OF OCTOBER 12, 2023

Discussion	Minutes from the October 12, 2023 meeting of the Committee were circulated electronically as part of the agenda package, and paper copies were available at the meeting.
Motion 37-23	McKerchar That the minutes of the October 12, 2023 meeting be approved as presented. Carried

TOURISM SASKATCHEWAN RESOURCES – DAVID BALYSKY

Discussion	<ul style="list-style-type: none">- Balysky shared that a representative of Tourism Saskatchewan had visited Yorkton a few weeks prior to meet with Tourism Yorkton and share information on free resources currently offered by Tourism Saskatchewan.- Balysky encouraged members to view the resources, including funding opportunities, upcoming and recordings of past webinars, and training and marketing resources, at www.business.tourismsaskatchewan.com.
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Motion	No Motion
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SHOW HOME REBATE PROGRAM QUESTIONS

Discussion	<ul style="list-style-type: none"> - Balysky shared that a few questions have come up since the program was launched on November 1, 2023. One of the questions was whether the City should contact local furniture and appliance businesses to support with staging the homes or leave it up to the builders to work with their existing suppliers. - Members discussed that furnishing the house should not be a requirement of the program and that it should be up to each builder to decide how much of the house they'd like to furnish. The reason being that often much of the furniture has to be removed before the buyer moves in as they bring their own furniture with them. This results in increased possibility of the staging furniture being damaged while being moved. - Other comments the Committee had regarding the Show Home Rebate Program included: <ul style="list-style-type: none"> o The City should select a set of specific lots on the same street rather than allowing the builders to select lots in different subdivisions. o The deadline should be extended to at least October 1, 2024. o More specific parameters should be set, such as square footage and architectural design to ensure all of the houses are somewhat comparable to each other.
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Komolafe enters the meeting via Zoom at 7:30 a.m.

Discussion	<ul style="list-style-type: none"> - The Committee suggested that Balysky arrange a meeting with local builders to discuss the comments above, and adjust the policy accordingly. - Balysky explained that the current format was established to offer five rebates from an approved budget of \$100,000. - Councillor Brears suggested using money from the Land Fund to add to the existing \$100,000 budget. - Councillor Brears mentioned that the York Colony signage should be updated to reflect the new name, York Landing, especially if the new show homes will be built there.
Motion 38-23	<p>Reed That the Committee recommend that Administration take the Show Home Rebate Program back to Council with amendments that limits lot selection to one street and that the rebate amount be changed from \$20,000 to 50% of the lot price.</p> <p>Carried</p>

WHAT DEFINES LOCAL IN THE TENDERING PROCESS – COUNCILLOR ZAHARIA

Discussion	<ul style="list-style-type: none"> - Councillor Zaharia brought this topic forward following a recent discussion Council had with the Chamber of Commerce about what can be done to give preference to local companies when awarding tenders. Councillor Zaharia proceed to ask the Committee what they would consider a local business. - Members discussed whether or not any business with a City of Yorkton business licence should be considered local. It was determined that this
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	<p>shouldn't be the case as many out of town businesses working on temporary jobs in the city purchase a business licence.</p> <ul style="list-style-type: none"> - A suggestion was brought forward to consider increasing the business licence cost for non-resident businesses. However, it was noted that the cost of the licence isn't a barrier for businesses, but instead the certifications that are often required when bidding on City of Yorkton tenders. - The Committee suggested implementing a tiered system to award points based on locality when reviewing bid submissions. - The Committee asked Balysky to bring the current bid grading system to a future meeting.
Motion	No motion

BUSINESS LICENCE STATS – OUT OF TOWN BUSINESSES

Discussion	<ul style="list-style-type: none"> - Balysky shared statistics on the number of resident, non-resident, and home based businesses who have purchased a business licence in 2023, as requested by Councillor Zaharia. - Members suggested promoting the new businesses on City social media pages, possibly with a monthly or annual update displaying the new businesses, beginning prior to the Christmas season of 2023. It was noted that YBID and the Chamber visit the new businesses to welcome them and share information and will often promote them in their communications. - Members also suggested putting together a welcome package for new business owners that could be given to them when picking up their business licence.
Motion	No motion

USASK MEDICAL STUDENT RURAL CATALOGUE

Discussion	<ul style="list-style-type: none"> - Knox shared that the Chamber met with Saskatchewan Health Authority (SHA) staff who help attract doctors and medical students to rural communities. SHA shared an information package that is provided to University of Saskatchewan (USask) medical students during their studies. There was very little information on Yorkton in the package and what was there was dated. Knox suggested that Balysky and the Committee put together updated information to include in next year's information package. - Balysky noted that Mayor Hipplesley had mentioned this earlier in the week and he had begun putting the information together.
Motion	No Motion

ACTION ITEMS

Discussion	<ul style="list-style-type: none"> - Balysky to take Motion 38-23 regarding changes to the SHRP back to Council. - Balysky to arrange meeting with local builders to gather input on which lots should be selected for the SHRP and what parameters should be set in terms of square footage and architectural design. - Balysky to bring scoring system currently used in the tender process back to the Committee for review. - Balysky to investigate ways to promote new business openings in the city. - Balysky to develop some form of welcome package that can be distributed to new businesses when they obtain their business licence.
Motion	No Motion

NEXT MEETING	December 14, 2023 at 7:00 a.m. at City Hall – Meeting Room A
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ADJOURNMENT

Motion 39-23	Reed That the Economic Development Committee Meeting be adjourned at 8:30 a.m. Carried
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Bob Knox

 CHAIRPERSON
 Bob Knox

David Balysky

 RECORDING SECRETARY
 David Balysky



January 3, 2024

Memorandum to: Members of Yorkton City Council

Re: 2024 Council Committee/Commission/Board Appointments

I have attached a proposed list of the '2024 Council Committee/Commission/Board Appointments,' and would like to recommend the following:

RECOMMENDATION:

That the Council of the City of Yorkton approve the appointments as listed on the '2024 Council Committee Member List;' as attached, and further, that the residency requirements for those members be waived where applicable; and that any members who have served terms longer than permitted in their respective bylaws and terms of reference be granted extensions to remain on those committees if desirous.

Respectfully submitted,


Mitch Hipsley

MAYOR MITCH HIPPSLEY

Enclosures (2)

Committee List
YBID Board Letter Dated January 3, 2024

2024 Council Committee Member List

*indicates a member new to the board

**indicates a Councillor new to the board

Civic Recognition Awards Committee

(Council Policy No. 10.440 requires 2 members at large and 3 members of Council)

1. Mayor Mitch Hippsley
2. Councillor Quinn Haider
3. Councillor Randy Goulden**
4. Larry Off*
5. Tom Seeley

Development Appeals Board

(Requirement under The Cities Act Section 192. (1) and City of Yorkton Bylaw No. 2/2010)

(Bylaw permits for 3-5 members)

1. Greg Litvanyi*
2. Jerome Niezgoda
3. Kosta Stamantinos
4. Scott Sharpe
5. Sheldon Stechyshyn

District Planning Commission

(Requirement under The Planning and Development Act, 2007 Section 97(2)(ii) and City of Yorkton Bylaw No. 18/2007 (Bylaw requires 2 members of Council)

1. Mayor Mitch Hippsley
2. Councillor Ken Chyz

Economic Development Committee

(Determined by Council as defined in The Cities Act Section 55 (a) and City of Yorkton Bylaw No. 7/2011) (Bylaw requires 5 – 10 members)

1. Councillor Dustin Brears
2. Councillor Darcy Zaharia
3. Don Reed
4. David McKerchar
5. Bob Knox
6. Raymond Sharp
7. Marty Sveinbjornson
8. Ayodele Komolafe
9. Gwen Machnee (Parkland College)
10. Ajay Tadi*

Emergency Planning Committee

(Requirement under The Emergency Act Section 9 (1) and City of Yorkton Bylaw No. 7/98)

1. Fire Chief Trevor Morrissey - EMO Coordinator
2. Mayor Mitch Hippsley
3. Councillor Dustin Brears
4. Councillor Ken Chyz
5. Councillor Randy Goulden
6. Councillor Quinn Haider
7. Councillor Chris Wyatt
8. Councillor Darcy Zaharia

Environmental Committee

(City of Yorkton Bylaw No.9/2011) (Bylaw requires 2 members of Council and 7 Members at Large)

1. Councillor Dustin Brears
2. Councillor Darcy Zaharia
3. Sandra Bilan
4. Shannon Erickson
5. Matt Poier
6. David McKerchar
7. Stefan Bymak
8. Jason Signarowski
9. Kris Gendall

Gallagher Centre Management Board

(As per the Agreement with Yorkton Agricultural and Industrial Exhibition Association – July 12/2013)

1. Mayor Mitch Hippsley
2. Councillor Dustin Brears
3. Councillor Ken Chyz
4. Councillor Randy Goulden (Chair)
5. Councillor Quinn Haider

Municipal Heritage Advisory Sub-Committee

(Required under The Heritage Property Act, Section 10 and Bylaw No. 5/2011)

(Bylaw requires 3-6 members)

1. Larry Pearen
2. Geraldine Hippsley*
3. Gene Denischuk

Planning and Infrastructure Commission

(Determined by Council as defined in The Cities Act Section 55 (a) and City of Yorkton Bylaw No. 5/2011) (Bylaw requires 7-11 members)

1. Councillor Randy Goulden
2. Councillor Quinn Haider

3. Eugene Fedorowich
4. Doug Forester
5. Isabel O'Soup
6. David McKerchar
7. Mike Popowich
8. Eleanor Shumay
9. Glen Tymiak
10. Patricia Zaryski (Christ the Teacher Catholic School Division)
11. _____ (Good Spirit School Division) (TBD)

Property Standards Appeal Board

(Pursuant to Section 329 of The Cities Act)

1. Mayor Mitch Hipsley
2. Councillor Dustin Brears
3. Councillor Ken Chyz
4. Councillor Chris Wyatt
5. Councillor Darcy Zaharia

Protective Services Committee

(Determined by Council as defined in The Cities Act Section 55 (a) and City of Yorkton Bylaw No.8/2011) (Bylaw requires 2 members of Council and up to 8 Members at Large)

1. Mayor Mitch Hipsley
2. Councillor Dustin Brears
3. Michelle Goulden
4. Rasak Abdullahi (SHA)*
5. Laretta Ritchie-McInnes
6. Larry Pearen
7. Scott Robertson
8. Andrew Sedley
9. CV Sastry

Recreation and Community Services Committee

(Determined by Council as defined in The Cities Act Section 55 (a) and City of Yorkton Bylaw No. 6/2011) (Bylaw permits for 7-10 members)

1. Councillor Ken Chyz
2. Councillor Randy Goulden
3. Anne Stupak
4. CV Sastry
5. Ryan Cox*
6. Gurjit Dhaliwal*
7. Delmar Zwirsky
9. Doug Wilkinson

Yorkton Business Improvement District

(As established under The Cities Act Section 25 and City of Yorkton Bylaw No.10/2012) (Bylaw requires 10 members elected plus 1 City Rep – Council ratified)

1. Councillor Ken Chyz
2. Phoebe Buckle
3. Sean Craib-Petkau
4. Doug Hull
5. Lori Chute
6. Dave Nussbaumer
7. Gale Pelletier
8. Andrew Rae
9. Laretta Ritchie-McInnes
10. Damon Syrota
11. Todd Kulscar

Yorkton Housing Corporation Board

(As established by City of Yorkton Bylaw No. 46/2008) (Bylaw requires all 7 members of Council)

1. Mayor Mitch Hipsley
2. Councillor Dustin Brears
3. Councillor Ken Chyz
4. Councillor Randy Goulden
5. Councillor Quinn Haider
6. Councillor Chris Wyatt
7. Councillor Darcy Zaharia (Chair)

Yorkton Airport Authority

(As per the Terms of Reference and requirements under The Corporations Act) (T.o.R. requires 5-9 Directors)

1. Mayor Mitch Hipsley (Chair)
2. Councillor Dustin Brears
3. Councillor Ken Chyz
4. Councillor Randy Goulden
5. Councillor Quinn Haider
6. Councillor Chris Wyatt
7. Councillor Darcy Zaharia

Yorkton Public Library Board

(As established under The Libraries Act, 1996, Section 13)(Membership is 5-9 members one of which may be a Councillor)

1. Councillor Chris Wyatt
2. Juanita Brown
3. Laretta Ritchie-McInnes
4. Yuvrajsinh Padheriya*
5. Gurjit Dhaliwal*

6. Bolatito Olaoye*
7. Eileen Dellow
8. Taylor Morrison, Ex-Officio

Parkland Regional Library Board

(As per The Libraries Act, 1996: Section 32 (3) and 32 (4))(Membership may provide for up to 4 appointments from Yorkton Public Library Board and alternates)

Members:

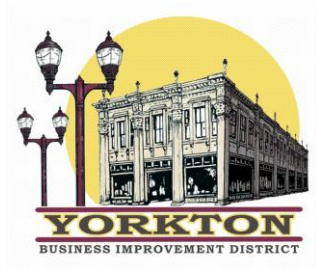
1. Councillor Chris Wyatt (Executive)
2. Juanita Brown (Executive)
3. Yuvrajsinh Padheriya*
4. Gurjit Dhaliwal*

Alternates:

1. Eileen Dellow
2. Bolatito Olaoye*

NOTE:

1. The Mayor is an ex-officio voting member of all Council Committees and when in attendance possesses all of the rights, privileges, powers and duties of other members, whether elected or appointed, however the Mayor's attendance shall not be included for the purpose of determining a quorum.
2. All members of Council may attend the meetings of Council Committees established by Council, and may take part in the proceedings of the same, however unless appointed as a member, shall not have a vote.



Jan. 3, 24

Dear Mayor Mitch Hipsley,

Re: Nominations for YBID 2024 Board of Directors

On behalf of the YBID Board of Directors we wish to thank you and members of your council for the ongoing support we receive during the course of our terms.

A large portion of our success comes from the input of our board and the partnerships we have established over the many years of YBIDs existence.

Since it began, the established policy of the membership of the YBID board has been to ask members in November if they wished to continue. Depending upon how many wish to step down, that is the number we replace. 2023 was exciting as all the Board from 2023 wish to return for another year.

Bruce Thurston did stay on as a non-voting member until May of 2023 then retired. We would like to acknowledge his support and the 10 years he volunteered for YBID.

The following individuals wish to be a part of the Board of YBID for 2024:

Gale Pelletier- Painted Hand Casino (returning)

Andrew Rae- Xerox Canada (returning)

Damon Syrota – Cornerstone Credit Union (returning)

Phoebe Buckle- Under the Covers (returning)

Dave Nussbaumer – Lakeview Insurance Broker/Owner Baker Tilley Building (returning)

Doug Hull – JA Audio (returning)

Lauretta Ritchie-McInnes – Yorkton Constituency Office (returning)

Sean Craib-Petkau – Parlour Barbour (returning)

Lori Chute – RBC (returning)

Todd Kulscar – Refined Magazine (returning)

Ken Chyz- Ken Chyz Holdings, City Council Member (or other as appointed by Mayor)

Once your appointments have been made and please advise our YBID Executive Director Donna Brothwell. YBID will provide your office with all contact information of the full board for 2024 via your City Clerk.

Thank you again for the opportunity to serve our city and continue our co-operation and relationship with council.

Donna Brothwell

Executive Director YBID



December 19, 2023

Ms Jessica Matsalla, City Clerk
City of Yorkton
PO Box 400
Yorkton, SK S3N 2W3


Ms Matsalla,

On behalf of the Board of Directors and members of Tourism Yorkton, thank you for the continued support provided by the City of Yorkton to the tourism industry in our city.

Enclosed find the required reporting, including: annual report, working plan, budget and financial statements.

We appreciate the continued partnership and look forward to promoting the services, attractions and programs Yorkton has to offer.

Kind regards,


Darlene Stakiw
President

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DEC 19 2023

CITY CLERK'S OFFICE
CITY OF YORKTON



Where Good Things Happen

2024 Working Plan

Tourism Yorkton will continue promoting the Yorkton area as a premier four-season destination, to realize economic benefit for the Yorkton area through tourism.

TOURISM YORKTON'S VISION

The Yorkton area is recognized as a progressive four-season destination located on the TransCanada Yellowhead Highway #16 and is known for:

- Hospitality
- Attractions
- Conventions/meetings/hosting facilities/services
- Customer service
- Commitment to unique natural heritage, community values and vibrant lifestyles

Defining Our Mission

To fulfill our vision, Tourism Yorkton will:

Work together with our members, Tourism Saskatchewan, partners, the City of Yorkton and community to increase tourism resulting in economic benefits through utilization of recreational, cultural, commercial and person resources.

MISSION STATEMENT

To realize economic benefit for the Yorkton area through tourism.

In the successful tourism promotion of Yorkton as a destination area, the following key factors must be considered:

- The Canadian Tourism Commission's vision statement focuses on the principles of authenticity, partnership, and research-based marketing, complementing Tourism Saskatchewan's promotions.
- Engaging participation has replaced passive observation.
- Competition for tourism markets is becoming increasingly intense as governments within Canada and abroad recognizes the economic contribution of the tourism industry.
- Continue to position Yorkton and area as a safe, friendly, clean and family oriented destination.
- Increasing importance of the Internet in overall message strategy.
- Increasing importance of social media marketing.
- Increasing interest in authenticity and education-based experiences.
- Distribution of the message (promotion and fulfillment) is as important as the message itself.
- Dual income families are becoming the norm, further challenging travel planners to accommodate schedules for both partners.
- Heightened environmental consciousness is moving concepts such as ecotourism into the mainstream of travel experience.
- Perception of value is more important than perception of price (i.e. differentiation on a price basis is not sustainable).
- The aging of North Americans and implications for tourism.

- The increasing challenge of “time” is encouraging an increase in short-term travel experiences, which are more flexible.

MARKETING STATEMENT AND INITIATIVES

Tourism Yorkton will work and plan to implement the 2024 Working Plan.

Consumer behavior is moving toward more learning-based experiences, increasing interest in soft adventure, and interesting new locations. Implications are for increasing interest and demand for agricultural, indigenous and cultural tourism, and for ecotourism experiences.

Yorkton is positioned and product ready to become a key destination for this new kind of consumer.

Improved packaging and promotion of travel experiences that are responsive to the individual needs of consumers will continue to be a major focus for Yorkton’s tourism industry. Improving the positioning of Yorkton in all markets will continue to be a priority.

1. Tourism Saskatchewan and Destination Canada Marketing Support Program: partner to implement the Canada Nice program, to support the recovery of the visitor economy at the local and regional level.
2. Convention and Events Planning Guide: continue to implement an effective strategy to identify and become proactive in working with groups and organizations to bring meetings/conventions/events to our city. Planning guide is enclosed.
3. Wedding Planner Guide: continue to implement an effective strategy to promote wedding, anniversaries, reunions. Wedding Planner Guide is enclosed.
4. Filming on Location Guide: with the recent Government of Saskatchewan increase to Creative Saskatchewan of \$15.5 million incentives, Tourism Yorkton has partnered with the Yorkton Film Festival, City of Yorkton and Creative Saskatchewan to develop and market a location guide for the Yorkton area.
5. Honour the Veterans Banner Program – as an original partner with the Royal Canadian Legion Yorkton Branch, continue increasing the number of veteran banners, hosting a location map on the Tourism Yorkton website.
6. Indigenous Teachings – Teepee and Artwork – partnering with the Yorkton Tribal Council, continue to create awareness and education of First Nations history through the teepee teachings and First Nation Artwork on the grounds and inside the visitor information centre.
7. Yorkton Business Improvement District: continue to work collaboratively on business development, retention and marketing.
8. Education and Training: Tourism Yorkton will continue to work with industry partners in making significant strides toward addressing the issues identified by its sector members. The industry’s collective objective has been to raise the level of professionalism across the industry by developing products, programs, and services to:
 - Improve human resource management and training practices
 - Improve the image of tourism as a viable career choice
 - Increase training and educational levels
 - Reduce turnover

- Enhance self-esteem of tourism workers
 - Encourage greater relevance of existing post-secondary and technical training for tourism
9. Event Calendar/Database: Continue to implement/update the on-line, searchable event database.
10. Event Tent Cards: Produce and distribute twice a year – spring/summer and fall/winter, promoting Yorkton events; distributed to restaurants, hotels, malls, doctor/dentist offices, waiting rooms, etc; 1500 each run.
11. Community Tourism Action Plan: Implement and monitor the comprehensive action plan developed by the planning committee.
12. Marketing Activities (where partnerships and funding allows): Tourism Yorkton recognizes that effective penetration of the marketplace will depend on an integrated, sustained effort. Target markets will continue to be developed through a combination of advertising, direct sales, and unpaid media support. Partner, trade and consumer shows will be complimented with direct sales calls and familiarization tours. Within Canada, primary emphasis will be on Saskatchewan, Alberta and Manitoba. The short haul U.S. markets are the nearby states of North Dakota, South Dakota, Montana and Minnesota. The long haul U.S. markets are the states of California, Colorado, Florida, Illinois, Iowa, Michigan, Ohio, Oregon, Texas, Washington, Wisconsin and Alaska. Europe, Germany, Asia and U.S. long haul states will be the responsibility of Tourism Saskatchewan.
- a) Marketplaces – partner with Tourism Saskatchewan and local members
- Family Motorcoach Association
 - Saskatchewan Snowmobile Association
 - Calgary Stampede
 - Spring Expo, Yorkton
 - Parkland Outdoor Show, Yorkton
- b) Print Advertising
- Yellowhead Literature Rack Program
 - CAA Magazine
 - Edmonton Journal
 - Tourism Saskatchewan internet opportunities
 - Woodall's Camping & RV Directory
 - Direct Mail
 - Good SAM
 - Saskatchewan and Alberta Senior Clubs
 - American RV
 - Destination Saskatchewan
 - Summer Guide
 - Winter Guide
 - American RV Direct Mail
 - Directwest telephone Directories
 - Scenic Saskatchewan – Western Producer
 - Canadian Bus Association
 - Canadian Tour Planning and Operators Guide

- Yellowhead Travel Guide
- Opportunities within the Tourism Saskatchewan Marketing Program

c) Programs and Services – continue to promote the City of Yorkton through:

- Visitor guides
- Geocaching
- Clubs and organization listings
- Coffee campground program
- Promoting the benefits of tourism
- School tours
- Caravan tours
- Partnering in hospitality training
- Welcome packages
- Familiarization tours
- Bus tours
- Planning assistance
- Canada Day program
- Internet
- Calendar of events
- Wiki Travel
- Facebook
- Twitter
- Instagram

d) Marketing and Conventions

- Meetings Buyers' Guide
- Conventions Meeting Canada Guide
- Tour and Travel Canada
- Canadian Tour Planner and Operation Guide

13. Mini-maps: Develop, promote and distribute mini-maps to visitors that promote member businesses, services, sport facilities and attractions. 15,000 mini-maps printed annually.
14. Other Initiatives: Proactively working with all orders of government, partners and stakeholders to grow the tourism industry.
15. Photo/Image Bank: Partner with Tourism Saskatchewan in maintaining a photo/image bank. Enhance the Tourism Yorkton image bank, adding to the 700 summer photos with 200 winter images.
16. Promotional Pieces: Tourism Yorkton will cost out developing a promotional piece that will promote the attractions, services, events, and operators in the Yorkton area.
17. Unpaid Media: Continue to develop working relationships with media to realize unpaid marketing opportunities.
18. Visitor Guide: Develop and distribute spring/summer and fall/winter guides to promote Yorkton and area services, attractions, events, facilities, businesses. 50,00 copies are printed each season
19. Visitor Services: Through direct contact with the visitors to Yorkton, Tourism Yorkton strives to meet and exceed customer expectations through quality service. Tourism Yorkton provides travel

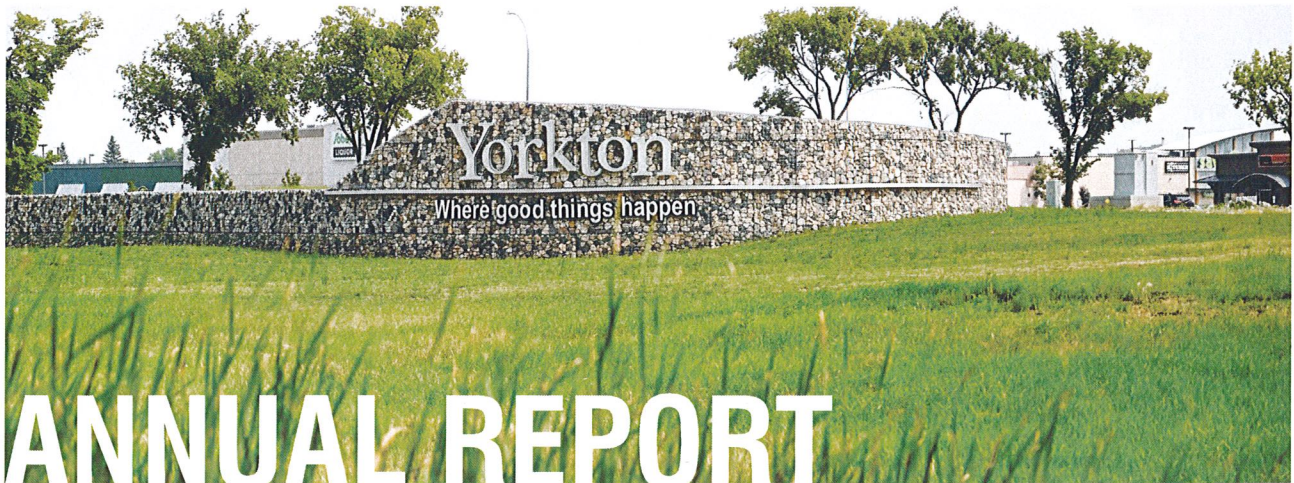
counseling and information services to visitors through the visitor information centre. The visitor information centre is open Monday to Friday during the shoulder and winter period, and seven days a week throughout the summer period with extended hours. Requests for information are received and processed through mail, telephone, and email.

20. Year 2024 Activities: Tourism Yorkton will promote and support the many sporting events, reunions, festivals, shows, etc. occurring in 2023.
21. Relocation Package: Continue to promote and enhance the new electronic relocation package along with fulfillment of hard copy.
22. Prairie North and Refine Magazines: Provide weekly events.
23. Hotel Bulletins: Develop and distribute monthly event calendar for placement in all accommodation rooms and campgrounds, 860 distributed monthly.
24. Electronic/Internet Marketing: Provide timely information on Wiki Travel, Facebook, Instagram, Twitter and the Tourism Yorkton website.
25. Postcards: Developed two new images for sale to promote the activities, outdoors and canola.
26. Electronic Sign Board: Continue to showcase monthly event calendar on the electronic sign board located at the Tourism Yorkton Visitor Centre.

Tourism Yorkton
Randy Goulden (Ms), Executive Director
306-783-8707

tourismyorkton@sasktel.net
www.tourismyorkton.com

Tourism Yorkton



ANNUAL REPORT 2023



*Yorkton Tribal Council's teepee on the grounds of the Tourism Yorkton office
on Highways 9 & 16.
Scan the QR code to read about Teepee Teachings on the YTC website.*



Who we are

Tourism Yorkton is a non-profit membership-based organization founded in 1985 and governed by a Board of Directors. We operate with two full time staff and summer information councillors.

Tourism Yorkton is one of four stand-alone visitor information centres in Saskatchewan and the only year-round visitor information centre open on the Yellowhead Highway between Winnipeg and Saskatoon and in the eastern portion of Saskatchewan.

Board of Directors

Darlene Stakiw, President	Avalon Studios & Gallery
Robert Ashcroft	Custom Microsystems
Barb Lang	Marlin Travel
Dale Brock	Gallagher Centre
Memory Delorme-Antoine	Painted Hand Casino
David Balysky	City of Yorkton, Business Liaison
Carla Madsen	Western Development Museum
Janet Thomas	Home Inn and Suites
Randy Goulden, Executive Director	Tourism Yorkton

Mission Statement

To realize economic benefit for the Yorkton area through tourism.

Objectives

- To establish, maintain, and manage an office for the transacting and coordination of conventions, tourism information distribution and special event business for the City of Yorkton area;
- To assist members and interested groups with convention or visitor meeting plans and preparations;

- To provide a liaison between convention, tourism, visitor and special event planners and organizers and the services and facilities located in the City of Yorkton area;
- To promote the services, attractions and facilities of the City of Yorkton and area;
- To promote and encourage tourism related training and education programs;
- To distribute information directly through advertising, mail, internet and personal contact;
- To promote, advance and encourage the convention, tourism, visitor and special event industry in general for Yorkton and area members;
- To be the provider of information services to tourists/visitors while in Yorkton;
- To be a coordinator of available services and organizations involved in tourism;
- To be an advocate for the tourism industry.

Did you know...

- Travel and tourism generated an estimated \$42.2 million in travel receipts in the Yorkton constituency.
- Out of the 71,800 people employed within Saskatchewan, there were 1,718 people employed in the tourism-related industries in Yorkton.
- Tourism Yorkton has the second-largest membership (after Saskatoon) of a destination marketing organization in Saskatchewan.



- Over the past three years, 238 individuals in Yorkton constituency have participated in training through the Saskatchewan Tourism Education council, a division of Tourism Saskatchewan.
- There are 4,200 tourism products and services in Saskatchewan
- Travel and tourism generate an

estimated \$2.24 billion in travel receipts annually in Saskatchewan.

- The Saskatchewan Tourism Education Council, a division of Tourism Saskatchewan, delivered a variety of training programs to 10,000 people, in 200 communities, across the province.

Do you know someone we should contact?

Tourism Yorkton is always looking for new members.

Call us at 306.783.8707

All leads are appreciated.

Visitor information centre

Visitors at the information centre provide economic spin-off and funnelling effect to the city of Yorkton and area. The visitor information centre offers visitor services including travel literature, maps, events, attractions, highway conditions, crop information, souvenirs, telephone, washrooms, water supply, sewer dumping station and more.

We provide tourism information to hotels, motels, service stations, campgrounds, offices (doctors, dentists, lawyers) and many local businesses.

The centre operates during normal business hours but has extended hours from May 8 to the end of the Labour Day weekend in September, when it is open daily from 8 am to 6 pm on weekdays, and from 9 am to 5 pm on weekends and holidays.



Through direct contact with visitors, Tourism Yorkton strives to meet and exceed customer expectations through quality service and products. Tourism Yorkton provides travel counseling using the information series produced by our organization and Tourism Saskatchewan and Yorkton information.

Information requests totalling 1673 were received by telephone, email, website and mail. Information about Yorkton and its businesses and attractions was sent to potential visitors from all 10 Canadian provinces and three territories, as well as to the United States and overseas..

Visitors can take home memories of Yorkton and Saskatchewan by purchasing unique Saskatchewan-made crafts, clothing, postcards and souvenirs.

Crop information and displays have been developed, to answer the many questions relating to crops seen while driving through Saskatchewan.

Little Traveler packages are provided to visitors traveling with children. The package include crayons, Where Good Things Happen colouring sheets and Tourism Yorkton members' complimentary gifts. Postcards are also available.



Look who came to visit!



Ongoing activities

Access Communications: Participate in reports promoting services, attractions and programs in the Yorkton area.

Advocacy: Develop positions and lobby on behalf of the members of Tourism Yorkton on local and provincial issues including parks, funding levels for the industry and signage.

American Bus Association: Continue to work with the travel trade.

Awards/recognition programs: Encourage/develop nominations of Yorkton and area businesses and organizations for awards programs of Tourism Saskatchewan, Attractions Canada and Tourism Industry of Canada.

Bid Yorkton: Proactively work with groups and organizations to host meetings/conventions/events in our city. Bid to Host package was implemented for community groups and organizations and distributed within the community. Successful bids have included SUN conference, Tourism Saskatchewan Golf Classic, Good SAM Samboree, Yellowhead Highway Conference, Lutheran Synod, Theatrefest, Grand Slam of Curling, Saskatchewan Country Music Awards and Saskatchewan Snowmobile Association Provincial Festival.

CTC branding: Continue to provide input into branding process with Canadian Tourism Commission.

Canada Day program: Develop the application for an annual provincial grant and partner with Western Development Museum to plan and implement the event, which has an annual attendance of approximately 1500 people.

Cemetery walking tours: Worked with City of Yorkton Municipal Heritage Committee to develop and sell the self-guided walking tour of the Yorkton Cemetery.

Coffee campground program: Organize and implement the coffee campground program at the Yorkton city campground each June, July and August. This program offers free coffee, cookies and juice to visitors three evenings a week, with community volunteers providing first-hand community information. This program continues to receive many compliments from visitors.

Community attraction signs: Develop and implement with Community Development, Parks and Recreation a program that saw the installation of 24 community attraction signs. The signs promote attractions and special events and are located on the six major highway entries to the city.

Compass and ReFine magazines: Provide monthly event calendar.

Conventions Meeting Canada: Provide information for manual on facilities that cater to corporate and non-profits for special events, product launches, meetings, etc.

Crops of the Parkland walking tour: Self guided tour that provides an opportunity to walk, explore and learn about Saskatchewan crops and agriculture practices with crop plots and interpretive signage. Located steps away from the visitor centre.

Electronic media interviews: Tourism Yorkton participated in interviews with 94.1 FM The Fox Yorkton, CJGX 940AM Yorkton, CTV Yorkton, CBC TV, SaskTel Max, 94.5 FM The Rock Yorkton and Access Communications.

Familiarization tours: Conduct tours of the city, attractions and businesses for groups, media, writers, tour operators, caravans as well as the Foam Lake visitor information centre.

Hub and Spoke tours: Market six tours.

Location Guide for film production: With the recent Government of Saskatchewan increased funding to Creative Saskatchewan of \$15.5 million, a partnership with the Yorkton Film Festival, City of Yorkton and Creative Saskatchewan will develop and market a location guide for the Yorkton area.

Marketing: Research material from Tourism Saskatchewan is consulted and forms the basis of the marketing initiatives.

Maps: Tourism Yorkton develops and distributes mini-maps that promote member businesses, services, sport facilities and attractions, with 15,000 maps printed annually.

Moving to Yorkton packages: Develop welcome/information kits, available online, for people relocating to the City of Yorkton.

Murals, Monuments and More Public Art: Market and conduct the self-guided and guided walking tours.

Partnerships: Tourism Yorkton maximizes the use of marketing and product development dollars by forming partnerships with national, provincial, regional and local governments, groups and organizations.

Presentations: Continue to make presentations at community and local groups and organizations advocating the benefits of the tourism industry.

School tours: Information is distributed to school districts within the city and in rural Saskatchewan and Manitoba about tours suitable for children available in Yorkton. The information is distributed by email and on the website.

Saskatchewan History and Folklore Society: Provide tour opportunities both for meetings and interested members.

Teepee teachings: In partnership with the Yorkton Tribal Council, a tipi has been set up beside the information centre, providing an opportunity for the teaching of Indigenous traditions.

Tourism Saskatchewan Travel Trade Strategy: Work with Tourism Saskatchewan on the strategy to bring more travel trade business to Saskatchewan.

Tourism signing study: Collaborate with the City of Yorkton and Saskatchewan Ministry of Highways on a study to evaluate existing signage and identify other opportunities for tourism signage at the entrance to city.

Visitor guides: Summer (50,000 copies) and Winter (50,000 copies) guides are published and delivered to subscribers of Yorkton This Week and Marketplace recipients and mailed to Manitoba residents. The visitor guides are also used as fulfillment pieces and as an information resource in local accommodations.

Visitor information centre theme decorations: Recognize and promote Yorkton area events and ethnic backgrounds by decorating for events such as the Yorkton Film Festival, Exhibition, Thresherman's Show and Seniors' Festival and Sunflower Craft Show.

Volunteers: Tourism Yorkton utilizes volunteers to host at campground coffee evenings, for packaging welcome kits, to conduct tours, assist with reception, deliver tourism information, deliver Canada flag posters to businesses and providing leadership to the board of directors.

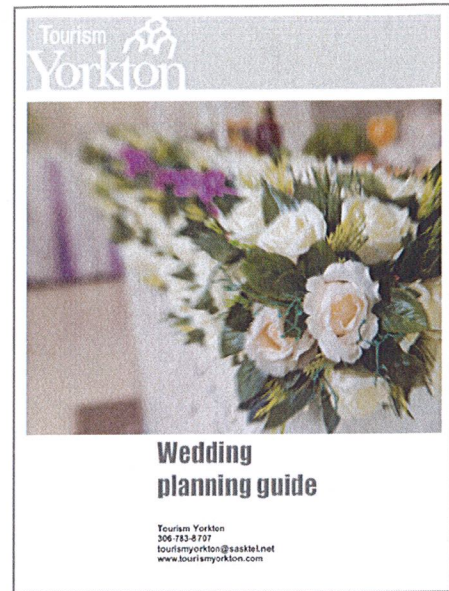
Walking tours: These showcase some of Yorkton's most stunning locales and include Downtown Walk; St. Mary's Ukrainian Catholic Church tour; Relaxation in Sonja's Healing and Meditation Garden; Ravine Ecological Preserve walk; Promise and Potential: Yorkton in the Early 1900s; and Pokemon Come & Go.

Wedding planning guide: Develop and implement information for hosting weddings and anniversaries.

Welcome bags: Designed and printed 25,000 9" x 12" bags, printed on both sides. They are used as welcome packages at meetings, conventions and sports events, and for information fulfillment.

Welcome banner: Made available to groups, organizations or businesses when hosting special events.

Welcome conference delegates: Tourism Yorkton welcomes and provides information to delegates to the City of Yorkton.



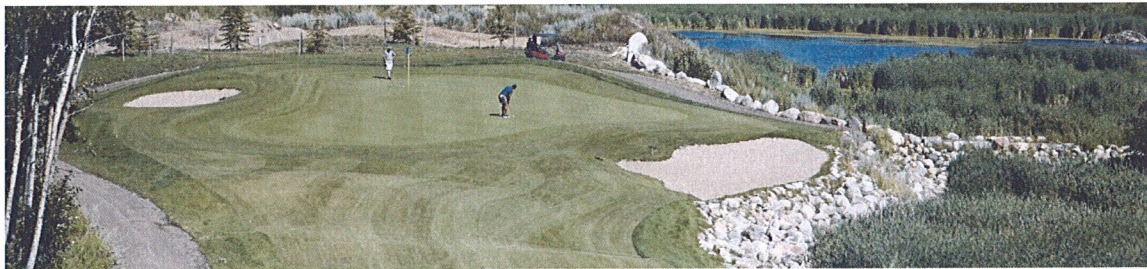
Yorkton Airport: Promote the usage of the regional airport and charter service.

100 Must See in Saskatchewan: Provide information for this book including Yorkton Film Festival.

Print advertising

CAA Direct Mail: Participate in direct mail to 126 CAA offices throughout western Canada.

Canadian Bus Association: Advertise in the quarterly magazine with circulation of 100,000 and the Fall Trans Expo Edition circulation of 20,000.



Deer Park Golf Course and other city recreation facilities: Distribute high resolution images.

Destination Saskatchewan Summer Guide: Distributed in May 2023.

Destination Saskatchewan Winter Guide: Distributed in October 2023, with a circulation of 100,000 in major provincial markets utilizing the Leader Post, Star Phoenix, Moose Jaw Times Herald, Yorkton This Week, Prince Albert Herald and Lloydminster Times.

Direct Mail: Distribute to 400 seniors clubs throughout Saskatchewan.

Direct Mail RV: In February, 95,000 active motor home, trailer and fifth wheel vehicle owners in western and southern U.S. long-haul states receive a personalized direct mail package. These RVers are active members of the Good Sam Club. The package consists of a personalized letter, response card, and a full colour 8.5" x 17" brochure.

Hotel Bulletin: 850 are produced monthly featuring services, programs and events and are available in every accommodation room in Yorkton.

National Tour Association: Courier magazine, a monthly publication with a circulation of 5500 goes to movers and shakers in the motor coach industry, and features Saskatchewan as a destination.

Saskatchewan Discovery Guide: Distribution is 300,000 worldwide.

Scenic Saskatchewan: Western Producer with a circulation of 55,000 publishes a comprehensive magazine in May that promotes Saskatchewan tourism to farm households. An additional 7,500+ copies available at visitor reception centres.

Digital media

Facebook, Twitter and Instagram are used to promote attractions, services and events. As well digital advertising is placed on mysask.com, and Tourism Yorkton participates in programming provided and streamed by Access Communications and SaskTel Max.

TourismYorkton.com: The website provides a listing of all members classified by sector, promotes attractions and events in Yorkton, provides tourist-oriented information about all aspects of Yorkton life, as well as links to other sources of online information. An inquiry form on the website is used extensively for information requests.

YorktonEvents.com: The online events calendar, a partnership between Tourism Yorkton and UncommonSense Business Solutions, provides information about upcoming events. Events are submitted by event organizers.

Wikitravel: This online service now includes an up-to-date travel guide promoting Yorkton.



Business & Marketing Plan

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1.0 Overview

The Yorkton Convention and Visitor Bureau is a non-profit organization founded in 1985 to promote tourism opportunities in the Yorkton area. It is governed by an elected Board of Directors. The Executive Director works with staff and volunteers well trained in customer service who generate awareness and interest in the dynamic range of services our membership adds to the city.

The organization now operates under the name Tourism Yorkton and is located in the Visitor Information Centre, located at the junction of highways 9 and 16 south. The location gives visitors to the area easy access to information on the multitude of attractions, services, and facilities in our city. The office is the only Tourism Information Centre on the Yellowhead Highway between Winnipeg and Saskatoon that is open year round.

The city and area offers a four-season destination. Winter tourism, especially in snowmobiling and events.

The city and area hosts two major corridors: East/West access – Yellowhead Highway; North/South United States access – Saskota Travel Corridor.

The city and area boasts a provincial recreational park, as well as a unique regional park.

The city and area boasts some of the best viewing of Northern lights in the world, which could potentially become a tourist attraction product all on its own.

The city and area possesses several unique and one of a kind tourism venues in Saskatchewan.

Veregin's National Doukhobour Heritage Village, the painted dome at St. Mary's Ukrainian Catholic Church, Crops of the Parkland Walking Tour, and the Western Development Museum in Yorkton are examples of the unique tourism attractions that the area hosts.

And the Indigenous TeePee displays and interpretation at Yorkton City Centre Park and Tourism Yorkton information centre.

2.0 Mission Statement and Vision

2.1 Mission Statement

To realize economic benefit for the Yorkton area through tourism.

2.2 Vision

Vision for the Saskatchewan tourism industry:

- Worth an estimated \$2.37 billion
- Tourism related employment of 67,000
- Integrated database and fulfillment capabilities for the Internet
- Strong, sustainable brand
- Political recognition and support for a growing industry
- Stakeholder support for product development
- Realization to full potential of the winter product

3.0 Values

- *We believe* that by providing an excellent product our visitors will return to the Yorkton area.
- *We believe* that we can provide a first class experience through:
 - Great customer service
 - High quality product
 - Exceeding expectations
- *We believe* we have and will continue to assist in the development of top quality sport, culture and recreation experiences.
- *We believe* we provide unique, sustainable destination experiences.

- *We believe* in a consistent quality offering of product.
- *We believe* in providing consistent quality of membership services.
- *We believe* in the value and benefit of partnerships.

4.0 Situational Analysis – Business Environment

4.1 Membership

Categories

Accommodation

Bed and Breakfast/Motels
Campground/RV Parks
Hotels/Motels/Resorts/Cabins
Outfitters

Attractions

Adventure/Recreation sites and activities (e.g., ongoing sporting events, Casinos, golf courses, ski areas, nation, provincial, regional parks)
Heritage/Culture (e.g. Indigenous interpretation sites, historic sites, museums, ongoing theatre companies, public galleries)

Events/Event Attractions

Events: Short-term annual events such as Canada's Golden Sheaf Awards/Yorkton Film Festival, Yorkton Exhibition Event Associations

Food and Beverages

Restaurants/pubs – consumer services, not food/beverage supply
Convention/banquet facilities

Retail Goods and Services

Antique/souvenir/gift shops, commercial galleries
Gas/service stations
Stores (e.g., grocery, pharmacy, hardware, hair salons, car dealerships)
Shopping centres/malls/department stores

Transportation

Air, bus, rail services (e.g., West Jet, STC, Via Rail)
Taxi, car rentals, limousine service

Travel Trade

Travel agencies, limousine service

Professional Business Services

Business services/corporations/suppliers (e.g., banks, legal firms, ad agencies, brewers, printers, display companies)
Education and training institutions, libraries
Individuals/home-based businesses
Media (newspapers, radio, television, billboards)
Service clubs

4.2 Benefits

Tourism Yorkton

Your membership with Tourism Yorkton gives you a wide range of benefits. Below are just some of our ongoing services. We are always open to new ideas on projects that support our mandate and objectives.

- Social media promoting member attractions and services
- Events and trade to our economy promote Yorkton as a host city
- We closely work with event organizers and provide many services to groups bidding to host an event in our city

- Information packages are available for events held in our city
- Interested in moving to Yorkton? We have relocation packages for Yorkton
- Visitor guides and mini maps are available to everyone and are a great way for members to advertise
- We also offer an online event calendar which searches by product, date and location
- Tourism Yorkton has represented its members at many provincial, national and international trade shows and events
- We offer city tours which brings the people closer to our members
- Tourism Yorkton is continually spreading awareness of the importance of this industry
- Every Monday, Tuesday and Wednesday throughout June, July and August, Tourism Yorkton organizes a program offering free coffee, cookies and juice to visitors at the city-operated campground
- The Information Centre has a team of enthusiastic volunteers that assist in all aspects of running the office, preparing welcome kits and providing visitor information
- Tourism Yorkton keeps an up to date list of all services, organizations, groups and clubs in the city
- Tourism Yorkton's web page address is www.tourismyorkton.com. Tourism Yorkton members have the opportunity to be listed in a searchable membership database in the appropriate sectors on the Internet site and to have linkages to their sites if applicable
- Tourism Yorkton works closely in partnership with the City of Yorkton and the Yorkton Chamber of Commerce
- Tourism Yorkton is a lead partner in a four year project marketing the Yellowhead route across Canada and the US
-

5.0 Operations

5.1 Management/Directors

- The Board of Directors shall have the power to establish the right to be no less than nine (9) and no larger than fifteen (15) directors
- The Board of Directors is appointed by a majority vote of the Directors of Tourism Yorkton. From these Directors shall be elected the offices: President, Vice-President and Finance Chairperson
- The Directors shall also consist of two (2) representatives appointed by the City of Yorkton, being the Economic Development Officer and Director of Leisure Services.
- The Directors may appoint members of Tourism Yorkton to fill vacancies on the board and to appoint committees for the purpose of carrying out projects and duties
- From the Board of Directors there shall be an Executive Committee, formed consisting of: President, Vice-President, Finance Chairperson, and the Executive Director of Tourism Yorkton. The Executive Director shall attend all board meetings.
- The term of office of each Director shall be for a period of two (2) years. Half of the Directors to be elected each year.
- The President, Vice-President, and Finance Chairperson shall be elected for a period of one (1) year

5.2 Roles and Responsibility – Board of Directors

The Board of Directors will act in a manner that emphasizes strategic leadership, future direction and pro-activity. Responsibilities of a Governing Board:

- The legal responsibility to ensure the goals, objectives and activities of the organization are carried out
- Responsible for organization's compliance with relevant Federal, Provincial and Municipal Laws and Acts
- Make decisions related to strategic planning
- Make decisions related to policy development
- Make decisions related to financial planning and financial control
- Make decisions related to the recruitment and retention of the staff
- Monitor organization's operations
- Evaluate organizational performance
- Ensure a process of accountability to members, the community and stakeholders
- Ensures decisions are consistent with the organization's bylaw
- Acts in the best interest of the organization
- To assist with membership recruitment and retention

Benefits for a Person Serving on the Tourism Yorkton Board

- Grow in personal development
- Individuals will receive personal exposure in home community
- An individual's business or company receives extra exposure in the community
- Many networking opportunities with others involved in tourism

5.3 Roles and Responsibility – Management/Employees

The Board will provide the direction, strategic planning and evaluation to the Executive Director. The Executive Director is responsible for:

- Monitoring and maintaining expenditures as approved in the annual budget
- Develop and implement membership activities and service plan
- Coordinating the logistics of board, executive committee and member meetings including minute taking and distribution of minutes
- Responding to public and members
- Participating in trade and sales missions
- Develop and implement a marketing plan

The staff will have a strong team spirit

The staff is mandated to respond to membership needs

5.4 Office Location

Located at the Tourism Yorkton Visitor Information Centre on the junctions of Highways 9, 10 and 16 South. The office is located on two major travel and trade corridors, in a visitor information centre operating year round. The rental costs include all utilities, parking, maintenance and repairs, janitorial and sharing of costs for office equipment.

6.0 Business Environment and Strategic Priorities

6.1 Business Environment

The following list outlines the current business climate within the City of Yorkton and area:

- Increased membership and membership interest by the industry
- Increased number of partners participating in the campaigns
- A favourable exchange rate for U.S. currency, resulting in increased opportunity
- Municipality is supportive of the tourism industry
- An increase in the numbers of rooms in the accommodation sector
- The overall business environment is expanding
- Agriculture will have an effect on the overall Saskatchewan tourism industry

6.2 Strategic Priorities

- Maximize Internet and social media opportunities and performance
- Maximize marketing resources and market reach through partnerships
- Leverage results through industry development activities
- Increase focus on unpaid media opportunities
- Facilitate collaborative efforts with stakeholders including promotional activities, research and product development initiatives
- Re-focus on key markets including Saskatchewan
- Enhance destination area and product awareness in key markets
- Facilitate greater customer relationship management including travel trade and travel media

Partners and cost sharing are key components to successfully competing in a global market. Tourism Yorkton will continue to partner and work cooperatively with: City based MO's, Tourism Saskatchewan, non-profit organizations, and the numerous consortiums.

6.3 Strategic Relationships

Strengthening and creating strategic relationships with members, partners, stakeholders and allies. Relationships and teamwork are integral to the way Tourism Yorkton conducts its business. We are seen as an open, accountable, respected and responsive partner. To continue growing the tourism industry, Tourism Yorkton works with many partners, stakeholders and allies including:

- Saskatchewan Indian Gaming Authority (SIGA)
- Yorkton Tribal Council
- Community Futures
- Saskatchewan Snowmobile Association
- Canada Day Committee
- Family Motor Coach Association
- Yellowhead Birding Trail
- Woodalls
- Ministry of Highways and Transportation
- Saskatchewan Regional Parks
- Saskatchewan Urban Municipalities Association
- Provincial Parks
- FSIN
- Parkland Recreation and Culture District
- Provincial Media
- Saskatchewan Regional Library Association
- Yellowhead Highway Association
- SPRA-TransCanada Trail
- Saskatchewan Bed and Breakfasts
- Ducks Unlimited
- Saskatchewan Association of Rural Municipalities

- Canola Production Council of Canada
- Nature Saskatchewan
- Destination Marketing Organizations

7.0 SWOC Analysis

Strengths

The Board of Directors are key stakeholders in the industry and offer experience to the members.

- The diverse products and services
- Friendly people
- Uncrowded and unspoiled

Weaknesses

- Resident lack of awareness of products in the area
- Customer service training improvement
- Lack of training for skills in small business operations
- The lack of awareness of the importance of the tourism industry to the economy
- The lack of awareness of operators to the contributions they make to the industry

Opportunities

- Human resources availability – full time staff

Challenges

- Perception of value of membership and relevance to members
- Lack of participation from members
- Destination area concentration

8.0 Goals

Tourism Yorkton will work with partners and members to successfully attain the following goals that will guide the activities:

1. Develop partnerships in markets of mutual interest
2. Increase resident awareness of tourism products in the Yorkton area
3. Increase tourism expenditures in the Yorkton area through increased visitation, extended length of stay and increased programming/packaging
4. Develop enduring strategic relationships with members and stakeholders
5. Create effective informational and evaluation research tools
6. Build a growing and engaged membership
7. Increase member involvement in the website and social media

9.0 Goals and Objectives

The success and visibility of Tourism Yorkton is based upon the strength of relationships between all stakeholders. Tourism Yorkton will strive to provide members with relevant, efficient and quality service and support on a timely basis, therefore growing the tourism industry. Tourism Yorkton will focus on strengthening the tourism industry by:

1. **Goal:** To increase membership in Tourism Yorkton by 1% in the next year
Objective: To increase the public and membership awareness of the DMO and industry
Actions: Membership Strategy – will continue to develop strategies to increase membership by 1%

Internet Strategy – to develop a strategy/plan to communicate with members and potential members, the benefit and process of the new internet/web presence

Event Management – to build the skills of community groups and organizations (organizational structure, planning, marketing, promotion, media relations, administration, site management, event presentation.
2. **Goal:** To engage the membership in tourism activities by increasing the value/benefit of membership
Objective: To increase the value of membership in the DMO and industry
Actions: Small Business Operations – to raise the skills of tourism operators, Tourism Yorkton, in partnership with STEC and community partners, will schedule training workshops

Education and Training – to ensure that members will continue to value and raise the level of training and professionalism. Tourism Yorkton, in partnership with STEC and other community partners will offer training workshops. Workshops offered include web development/marketing, packaging and event management.

Funding Programs – to assist in identifying available and appropriate funding assistance opportunities; for members to use in: capital expenditures, training and promotion.

Tourism Saskatchewan Going Places Newsletter – work with members and partners to forward articles for inclusion in Going Places
3. **Goal:** To increase industry support and commitment
Objective: To increase support and commitment by members and partners
Actions: Impact and Benefit of the Tourism Industry – to communicate the ongoing impact of the industry on the community economies

Database of Previous Inquiries – to continue to collect and update a database of inquiries and distribute current information to all previous inquiries

Visitor Information Services – to continue to develop and provide a community visitor information service

Signage – to increase the effectiveness of the signage of tourism products and services, Tourism Yorkton will work cooperatively with the Ministry of Highways in promotion and implementation of the enhanced tourism signage program.

Strengthen Partnership – to continue to develop and strengthen key strategic partnership that will grow the products and services within the Yorkton area

Volunteer Contributions- to increase the volunteer contribution to the operations of Tourism Yorkton and the tourism industry

Professional Development and Training – Tourism Yorkton will encourage and support board and staff training and develop initiatives

10.0 Marketing

10.1 Regional and Community Overview

The 2020 International and Canadian Travel survey data revealed that visitors spent a total of \$98 million in the 1.9 million trips they made to the East Central Saskatchewan. Included in the total was \$15 million spent by hunters and fishermen. The outdoor segment in East Central generated one third of all spending in the region, with cultural visitors spending \$13.2 million, or about one fifth of all spending by overnight visitors.

Over the course of 2020 visitors spent more than \$2.4 million person nights in East Central Saskatchewan, with an average stay in the region of three nights (2.98). One quarter of the 2.4 million person nights were spent in the region's hotels, motels, resorts, bed and breakfast establishments and other commercial roofed properties. 56% of the 1.6 million visitors stayed in the region at least one night.

The following is a predominant visitation breakdown for East Central Saskatchewan based on 2020 tourism statistics:

Saskatchewan Residents (458,000) 67%

Mid baby boomers (mid 40s with children)

Alberta Residents (91,000) 13%

Baby boomers with children

Expatriates

Manitoba (71,000) 11%

Older – 50+ with no children

USA (20,000) 3%

Short Haul (Border States: North and South Dakota, Montana, Minnesota and Colorado)

Maturing baby boomers and seniors (45-75)

Overnight visitors predominately visit friends and relatives, shot, sightsee, and participate in an outdoor activity. Festivals along with cultural and sporting events were also well attended by these visitors.

Tourism Yorkton will pursue two components that are critical to fulfilling the mandate and increasing market base:

1. Product packaging – Developing the Tourism Yorkton product lines and multi-layering them with membership partnerships, marketing dollars can be utilized in all areas of product promotion. The development of market-ready packages must be a priority and can be communicated and sold individually or to the travel trade. Partnerships are important in combining the product areas. Multi-layering of the products will hit all levels of every target market group.
2. Internet – with the continued development of internet marketing, members have the opportunity for enhanced:
 - Communication and relationship building with client
 - Business purchases
 - Service
 - Online sales
 - Surveying
 - Contests
 - Coupons

10.2 Situational Analysis

10.2.1 Trends

Trends affecting the tourism industry are numerous but must be considered to ensure that tourism marketing activities are effectively conducted.

- Expenditures by visitors staying one or more nights in Saskatchewan accounted for an estimated \$79.8 million over 2020
- Visiting friends and relatives remain the primary purpose for Canadians to visit Saskatchewan
- Overseas and U.S. visitors come to Saskatchewan for specific recreational experiences
- Mature and aging North American population holds a record amount of disposable income and leisure time
- Increased global competition. More countries are recognizing the economic benefits of tourism
- Growing interest in interactive versus passive experiences
- Demand for learning based experiences, such as ecotourism, First Nations, Metis and cultural tourism
- Consumers seek the value and convenience of packaged product but also demand options for customizing their vacation package
- Increasing use of the Internet to visit travel sites

10.2.2 Product Analysis

1. Birding

- Last Mountain Lake home to the oldest bird sanctuary in North America
- Greatest diversity of songbird in North America
- Quill Lakes declared part of Western Hemisphere Shorebird Reserve Network
- Yellowhead Birding Trail
- Over 85 million Americans enjoy birds, with over 25 million considering themselves to be “avid” watchers, prepared to travel
- Birding is second only to gardening as the most popular leisure time activity
- The value of the U.S. market is estimated at \$14 billion

- An estimated 150,000 travellers include birding or wildlife viewing as an activity in Saskatchewan
 - Demographics –
 - Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta
 - United States
2. Casino
- The city has a casino facility, the Painted Hand Casino
 - Demographics
 - Older baby boomers, seniors
 - Geographic markets
 - Saskatchewan
 - Manitoba
 - Alberta
3. Convention Meeting
- Within Canada, total interprovincial business trips of more than one night accounted for 3.3 million visits
 - Convention trips accounted for 94,000 visits to Saskatchewan
 - Markets include associations, corporations, recreation, and sport and culture organizations
 - Demographics –
 - Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta
4. Culture/History
- Culture and heritage is a part of the broader tourism experience
 - Cultural tourism can be segmented into two main focuses:
 - Activities linked to heritage (historic sites, museums and galleries)
 - Activities reflecting Canadian lifestyle (customs, styles of housing, food, crafts, religions and traditions)
 - Strong appeal to the pleasure travel markets
 - Demographics
 - Older baby boomers, seniors and families
 - Geographic Markets
 - Saskatchewan
 - Manitoba
 - USA short haul
 - International (non USA)
5. Fishing
- Fishing in the East Central Saskatchewan Tourism Region is primarily drive in
 - 16% of all U.S. adults have gone fishing
 - Demographics
 - Male baby boomers, seniors and families from Saskatchewan
 - Male baby boomers, from Alberta
 - Older baby boomers and seniors from USA
 - Geographic Markets
 - Saskatchewan (60%)

- Alberta (15%)
- USA (25%)

6. General Touring

- Saskatchewan residents are travelling within their own province
- There is an increasing interest in short-term vacations by provincial residents
- 20% of Alberta residents select Saskatchewan as their vacation destination because of lakes, resorts and parks
- The destination areas within East Central Saskatchewan have developed attractions, including: heritage and culture, parks and historic sites, and festivals and events to extend the stay of those general touring
- Demographics
 - Primarily families and seniors, some singles and couples (Alberta)
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta

7. Golf

- Within the area, there are six golf courses, Yorkton area has three eighteen hole and one nine hole courses
- The highest utilized courses in the region are under 40% seasonal play; thus, there is a major potential for growth
 - For those from outside Saskatchewan, golf is not the primary reason for travel
- Primary reasons are mostly VFR and general touring
- Within Saskatchewan, golf is a primary reason for travel
- Demographics
 - Baby boomers and seniors
- Geographic Markets
 - Saskatchewan
 - Western Manitoba
 - USA short haul

8. Hunting

- Within the region, hunting primarily includes game bird, moose, whitetail deer and bear
- Demographics
 - Primarily baby boomers (40+)
- Geographic Markets
 - Saskatchewan
 - US short haul

9. Motorcoach/Seniors

- Pass through motorcoach traffic, via Yellowhead, Saskota and CANAM highways
- Most motorcoach travel to the East Central Saskatchewan originates from the province's two major centers
- The primary reasons for travelling in the region for those originating from Saskatchewan are general touring, special events and casinos
- The primary reasons for travelling in the area for those originating from Manitoba or Alberta are health/spas, casinos and general touring

- The primary reasons for travelling in the area for those originating from the USA are general touring and fishing
- Demographics
 - Primarily 50+
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta
 - USA short haul

10. Pass Through

- The area has four major travel corridors – East/ West access – Yellowhead Highway and Northern Woods and Water Route; North/South United States access – CANAM International Highway and Saskota Travel Corridor
- In order to extend the time a traveller spends in the East Central area, marketing areas along the corridor, tour loops and scenic byways are essential
- Demographics
 - All ages – trade and commerce transportation
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta

11. RV

- This market travels for longer periods
- Willing to travel in shoulder season
- Two major highway corridors pass through the area: Yellowhead and Saskota
- Demographics
 - Growing market as baby boomers get older
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta
 - USA short haul
 - USA long haul
 - Pass through

12. Special Events

- The Yorkton area hosts a wide variety of events, spanning the entire year
- The majority of events are local, generating thousands of dollars for the communities
- USA short haul market is interested in cultural events
- Demographics
 - All ages – demographics will change from event to event
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - North Dakota

13. Sports and Sporting Events

- Researchers from the University of Regina examined family expenditures at sporting tournaments: a family from a host community will spend \$71.63 in the

local community while a family travelling to a sporting event will spend \$174.11 in the hosting community and \$79.64 en route

- The region is host to tournaments and sporting events year round
- Demographics
 - Participants – primarily under 50
 - Spectators – baby boomers and seniors
- Geographic Markets
 - Primarily Saskatchewan
 - Some western Manitoba

14. Visiting Friends and Relatives

- The primary reason for travelling to East Central Saskatchewan and Yorkton is VFR
- Demographics
 - All ages
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - Alberta (expatriates)
 - British Columbia

15. Winter Experiences

- Segments include snowmobiling, cross-country skiing, ice fishing and special events
- All segments, with the exception of snowmobiling, are primarily Saskatchewan markets
- Demographics
 - All ages, with the exception of seniors
- Geographic Markets
 - Saskatchewan
 - Manitoba
 - US short haul

10.2.3 SWOC Analysis

Strengths

- Friendly people
- Wildlife viewing and bird watching
- Strong outdoor water-based recreation
- Hunting
- Variety of whitetail and mule deer, moose, elk, bear and waterfowl
- Vibrant cultural and heritage sector
 - National Doukhobour Heritage Village in Veregin
 - The painted dome at St. Mary's Ukrainian Church in Yorkton
 - Western Development Museum
 - TeePee sites in Yorkton
- Aboriginal performance events
 - Painted Hand Pow Wow
- Deer Park Golf Course
- National rating
 - Good Spirit Lake Golf Resort
 - Deer Park Municipal Golf course

- Uncrowded and unspoiled provincial parks, regional parks and municipal campgrounds
- Wynyard/Foam Lake/Wadena – strong ecotourism infrastructure in place
 - Includes the oldest bird sanctuary in North America
 - Only bird banding site in Saskatchewan
 - Area includes hosts of endangered species, including whooping cranes and the piping plover
- Wide variety of festivals and events
 - World renowned Canada's Golden Sheaf Awards/Yorkton Film Festival
 - Kalyna Ukrainian Dance Competition
 - Thresherman's Seniors' Festival
 - Sunflower Arts and Crafts Show
 - PowWows
- Winter-based tourism, including snowmobiling, cross country skiing, ice fishing and winter festivals
 - Over 2000 miles of groomed snowmobile trails
 -
- Convention and meeting facilities
 - Home Inn and Suites
 - Days Inn and Suites
 - Painted Hand Casino
 - St. Mary's Cultural Centre
 - Gallagher Centre
- Junior A and AAA hockey
 - Yorkton Terriers
 - Yorkton Maulers
- Distinctive bed and breakfast operators
 - Windy Acres
 - Lorraine's
- Developed products and product packaging
- Manitoba market is within a short driving distance and offers a great potential to promote non-Manitoba products
- Two major highway corridors offer access to the major attractions and cities
- Available: 518 accommodations rooms.

Weaknesses

- Lack of resident awareness of products
- Customer service training required
- Condition of secondary highways
- Effective signage
- Hours of operation do not always meet visitor needs (daily and/or seasonally)
- Programming/ packaging for children
- Investment in upgrade/ maintenance of properties
- Packages
- Knowledge about "pricing"
- Training for skills in small business operations
- Saskatchewan residents do not add the same level of expenditures as those from outside the province; many stay with friends and/or relatives and do not frequent restaurants, nightclubs and other local facilities
- Visitors from outside of Canada or from Alberta and British Columbia must travel a greater distance to reach our destination areas

Opportunities

- Maturing “boomers” in Canada and the US
- Consumers more environmentally conscious
- Increase in interest in heritage/culture
- Internet as a new medium (becoming more mainstream)
- Increase in hunting/fishing constraints in other jurisdictions (e.g. Ontario/Alberta)
- Saskatchewan is being recognized as a venue for national conferences/events
- Availability of existing resources for education and training
- Increasing interest in marketing partnerships (e.g. destination areas, Tourism Saskatchewan, C.T.C.)
- There has been a positive effect in the agricultural sector in new ventures opening up to encourage tourists to visit farms, opening bed and breakfasts, etc.
- Potential to work cooperatively with Metis and First Nations people to develop their unique product and to access the overseas target market
- The city is in a unique position to capitalize on a market that is growing exponentially – the baby boomers who want to get away from it all and experience peace and tranquility (but want it close to additional recreational and personal services)
- What once were considered weaknesses, can now be counted as assets: flat terrain is better for RV's than rolling or mountainous terrain, sparse population means less stress while driving, and more privacy once the destination is reached
- Recognition of our unrivalled fishing, pristine forests, and unpolluted lakes is reaching farther than ever before
- Great opportunity to expand tourism activity in the shoulder and winter seasons
- Strengthened relationship of the regions and Tourism Saskatchewan provides an excellent opportunity for partnerships and cost effective marketing
- The favourable exchange rate for American travellers is expected to remain relatively stable

Challenges

- Decline in the agricultural economy could have a negative effect on the markets (note: as stated above, there can be positive effects associated with low commodity prices, etc.)
- Increase in the exchange rate could negatively impact the U.S. visitation (but will keep residents in the province)
- Growing competition in the global tourism industry
- Competition for marketing resources
- Higher fuel prices will discourage those travellers who might otherwise decide to spend an extra day or more in our region on their way to or from another area
- Deteriorating highways will be a negative factor as well, especially if Manitoba and Alberta are in significantly better shape
- Localized promotion versus regional promotion
- Lack of business in shoulder/winter season

10.3 Goals

Annual visitor expenditures in the Yorkton area were \$38.1 million in 2020. Tourism Yorkton's goal will grow the annual tourism expenditures by 1% annually over the next three years.

The visitor expenditures will be measured by Statistics Canada data collected from the Canadian Travel Survey and the International Travel Survey. To achieve this goal, the region assumes the following environment:

- A stable political and economic environment
- Membership's level of investment in marketing continues to increase
- Continued support from Tourism Saskatchewan
- Canada/US currency exchange rate remains relatively constant

Marketing Statement

Tourism Yorkton offers four season distinctive, natural, cultural/heritage resources, events and winter products. Products such as recreational opportunities, nature and bird viewing and others complement these resources. This combination creates a viable and enticing four season destination region, along with the best meeting/event opportunities.

Branding will emphasize "Where good things happen" recognizing the high propensity of families to take short-term getaways throughout the year

Target Markets

- Saskatchewan residents (VFR, families, seniors, motorcoach)
- Neighbouring provinces of Alberta and Manitoba (young, affluent, outdoor interests, seniors, motorcoach, and recreation vehicle travellers)
- U.S. markets (with packaged products for vertical segments including senior, ecotourism, outdoor/adventure and RV markets)

Primary Vertical Markets

- Events
- Outdoor/adventure
- Senior and health
- Culture and heritage
- RV
- Winter experiences
- Meeting and convention
- Motorcoach

Secondary Vertical Markets

- Hunting
- Birding

10.4 Marketing Objectives

Geographic Markets

Saskatchewan

Expenditures by Saskatchewan visitors for all trips in the area were \$62.1 million in 2020. The marketing objective is to increase expenditures from Saskatchewan residents by 2%. Tourism Yorkton has committed to generating 40 additional Saskatchewan inquiries (e-mail) by December 31, 2024..

Alberta

Expenditures by Alberta visitors for all trips in the area were \$6.6 million in 2020. The marketing objective is to increase expenditures from Alberta residents by 1%. Tourism Yorkton is also committed to generating 20 additional inquiries from Alberta (1-800, e-mail, mail) by December 31, 2024.

Manitoba

Expenditures by Manitoba visitors for all trips in the area were \$12.1 million in 2020. The marketing objective is to increase expenditures by 1%. Tourism Yorkton is committed to generating 20 additional inquiries from Manitoba (1-800, e-mail, mail) by December 31, 2024.

United States/Other

Expenditures by American visitors for all trips in the area were \$5.0 million. The marketing objective is to increase expenditures by 1%. Tourism Yorkton is committed to generating 20 additional inquiries from vertical campaigns targeting the U.S. market by December 31, 2024.

Vertical Markets

RV Market

Tourism Yorkton is committed to generating 15 additional camping and RVing inquiries by December 31, 2024.

Seniors/Motorcoach/Trade Market

Tourism Yorkton is committed to generating 5 additional inquiries (telephone, e-mail, mail) by September 30, 2024. Tourism Yorkton will identify five additional sales leads from tour operators.

Winter Experiences

Tourism Yorkton will work cooperatively and collaboratively with partners, operators and Tourism Saskatchewan Product Development Department with referrals to assist new and expanded tourism related operations. Tourism Yorkton will assist tourism related operators with: co-op advertising opportunities, marketing planning, package development and training.

Packaging

Tourism Yorkton promotes and encourages members to partner and package to provide visitors with value-added experiences. We have assisted in developing over 12 market-ready packages in the area of history, culture and outdoor/adventure and promoted them in the Saskatchewan, Manitoba, Alberta and U.S. markets.

Strategic Overview

- Capitalize on strategic partnerships, including: Tourism Saskatchewan, DMO's, SB&B, highway corridor associations, and SSA
- Web site expansion promoting area product

- Encourage cross-promotion of destination areas and products
- Serve our members through cooperative marketing opportunities
- Assist in developing additional packaged products
- Encourage cooperative marketing

Geographic Markets

Saskatchewan

- Invite tourism interests and community leaders support through area geographic presentations throughout the region
- Research and develop media campaigns
- Deliver call to action messages in all media placements to generate inquiries for member and package information
- Database auto, RV, snowmobile and water based sport dealerships in the area
- Distribute above info to all car/RV dealerships for each vehicle sold
- Provide packaged product for all venues
- Implement member evaluation forms to assist in overall campaign measurement

Alberta and Manitoba

- Participate in Tourism Saskatchewan and other collective campaigns and initiatives
- Deliver call to action messages in all media placements to generate inquiries for member and package information
- Capitalize on provincial efforts in nearby markets through cooperative opportunities for region or member participation
- Provide packaged product for all venues
- Implement member evaluation forms to assist in overall campaign measurement

United States Eco-Adventure

- Provide FIT (Free Independent Traveller) packaged product targeted to a qualified segment of travellers
- Provide support for Rendezvous
- Provide packaged product for all venues
- Implement member evaluation forms to assist in overall campaign measurement
- Support FAM trips through partner in-kind contributions

Vertical Market

Senior/Motorcoach

- To identify and contact five new qualified leads
- Provided packaged product to Tourism Saskatchewan for all venues
- Utilize strength of Culture/Heritage theme
- Media Campaign/Direct Mail to seniors' groups and publications
- Participate with Tourism Saskatchewan campaigns in the US market

RV Travel

- Partner specific participation with Tourism Saskatchewan RV campaign
- Participate in Woodall's and the Yellowhead travel guide
- Develop database of RV dealerships
- Distribute information in every RV sold in the area
- To confirm two bookings

Winter Experience

- Participate in consumer shows
- Participate in Sno-Riders West Magazine advertising
- Develop and implement a Provincial Media FAM Tour
- Database the snowmobile dealerships in the region

10.4.1 Marketing Activities

The marketing strategy will be implemented in order to meet the objectives. It is the target of Tourism Yorkton to meet the objectives as outlined through a cooperative marketing program.

Other Marketing Activities

Tourism Yorkton will develop additional marketing activities, providing funding and partnerships are available. Additional marketing activities must be within the goals of this marketing plan and assist in fulfilling at least one of the objectives listed. New marketing activities that are developed throughout the year will be in partnership with other members or other regions.

Tourism Yorkton will work collaboratively with Tourism Saskatchewan in developing FAM tours to promote Yorkton product.

We will continue to work collectively with the tourism regions and Tourism Saskatchewan to market and evaluate the sale of packaged products.

10.4.2 Evaluation-Success Measurement

Evaluation of the Tourism Yorkton Marketing Plan is essential to the future marketing efforts of the area. The success of this marketing plan will be based on the following evaluations:

- Inquiries to the offices
- Member evaluation and tracking
- Response cards
- Trade and consumer show evaluation forms (standard)
- Tracking of inquiries through coded ads
- Travel data provided by CTC and Tourism Saskatchewan
- Packages sold through campaigns
- Coupon returns
- Tracking of website unique visits
- Social media

TITLE: 2024 Operating & 2024 / 2025 Capital Budgets	DATE OF MEETING: January 8, 2024
	REPORT DATE: January 3, 2024
CLEARANCES:	ATTACHMENTS: 1) 2024 Budget Submission; 2) 2024 Operating Budget Summary; 3) 2024 / 2025 Capital Budget; 4) Tax Dollar Breakdown
Written by: Ashley Stradeski – Director of Finance Ashley Stradeski	
Reviewed by: Jessica Matsalla - City Clerk Jessica Matsalla	
Approved by: Lonnie Kaal - City Manager Lonnie Kaal	

BACKGROUND

Budget preparations began by the individual departments in September and October. These were compiled, analyzed and adjusted through our cooperative process over October and November, and initially brought before Council at the Strategic Planning meetings on October 24 & December 4, 2023 to present, discuss, and to seek direction from Council.

During these meetings, departmental budgets were reviewed, discussed, and service levels were considered in conjunction with budget. All queries and additional details were brought back to Council for consideration, as well as in depth discussion on topics and areas where Council thought important.

DISCUSSION

The City has prepared a service level status quo budget as our starting point. This means that costs reflected in the preliminary budgets are estimated to provide the same level of services to the residents of Yorkton as the year prior.

With maintaining service levels being our starting point, the impact to tax payers is the next primary focus. With regards to this, the City has, just like everyone else in Canada, been affected by the above average levels of inflation in 2023. Inflation more recently has been sitting around the 4% mark, though it was 5-6% earlier in the year. This affects all of the goods and services the City requires to operate.

We are, however, thankful that inflation is not as high as it was in 2022, where it sat above 7%. At the end of the day, the total required budget has gone up; this is not due to increased areas of spending or service levels, but rather increased costs to do the same amount of work.

Spending has been adjusted to reflect increased costs, and once again the City is prepared to take a look at user fee increases to help offset taxes. This passes increased cost of certain service deliveries onto the end users of those services, as opposed to having everyone pay into it via taxes.

We worked to limit the areas of increase and keep the tax increase to an amount that is as affordable as possible for our residents; every increase was challenged and assessed to see if it was necessary. As mentioned charges, fees and revenues were scrutinized to ensure we are capturing all opportunities for maximizing revenue generation in our existing business units.

That being said, the proposed budget includes the following increases required in taxation:

Operations	2.65%
Capital	<u>1.00%</u>
Total:	3.65%

Adding 1% to our capital budget was already planned and approved in the 2023 / 2024 Capital Budget earlier this year, which adds approximately \$280,000 to our capital budget. This actually increases our annual capital budget by 6%, which helps us cover unprecedented increases in construction costs.

On the operating side, we are pleased to, once again, see our operating increase under inflation, which means we are keeping the costs to provide City services as affordable as possible.

This works out to approximately \$1.03 million in additional taxation revenues. The impact to the average residential homeowner would be roughly \$6.45 a month.

Operating Budget – 2024

Attachments 1 & 2 include the Operating Budget Submission and the Operating Budget Summary. The Operating Budget Submission is a more in depth look at the various departmental budgets as well as a summary of what services those departments perform, with the summary being a “one pager” of the budget as a whole.

The overall increase in taxation to fund the City’s operations is 2.65% - which is significantly below inflation. This includes everything from Public Works, Parks, RCMP, and every other non-utility department.

With regards to major impacts to the budget, there are numerous items which will be explained below, however one item to note that affects all departments to some degree is the rising expenses due to inflation, the carbon tax, and construction costs.

Construction costs continue to skyrocket, which hits every department in some way but particularly the cost of capital projects. The City was already in an infrastructure deficit prior to costs increasing, and this only compounds it.

Regarding the Carbon Tax, we paid an estimated \$250,000 just on City utility bills last year, with another approximately \$35,000 on fuel. This totals \$285,000 in direct costs for 2023, with this increasing in 2024. This is equal to roughly 1% of all tax revenue being spent directly on carbon tax, not including the effect the carbon tax has on prices for goods and services that is buried in the cost.

Significant Items

Revenues

Our overall revenues are estimated to be up from the prior year, with the biggest changes coming from our Crown Surcharges and our Municipal Revenue Sharing Grant.

The Crown Surcharges are a fee on the SaskPower/SaskEnergy bills, which are expected to be higher this year based on trending usage and rates. The municipal revenue sharing is a portion of PST that the province shares with municipalities – this amount is based on the results from two prior years, and with the various stimulus spending as well as cost increases over the past few years. PST revenues at the province have been higher and thus our allocation from this has risen.

These two items account for \$640,000 of increased revenues for the City.

Corporate Services

This department includes finance, IT, human resources, legislation and overall administration of the city. There is one item that is responsible for the bulk of the increase here, which is our contribution to Sask Housing, which the City is partnered with.

We own a portion of the Sask Housing units in the city, and every year contribute a formerly small amount to offset the loss these units have; in 2023 this is projected to be about \$50,000 higher than previously budgeted, and will increase to \$100,000 in 2024. This is due to increased maintenance and utility costs on aging units, and as housing becomes an ever increasing issue this is an area to watch, as it is possible the City may be required to do more for housing in order to be eligible for certain federal grants which we have normally received without housing requirements.

Protective Services

Our Federal contract with the RCMP continues to increase, adding \$325,000 to the contract price for our policing service. There is new equipment and bodycams planned with some of this contract increase, however, which will help assist our police force with some of the increases in crime we have seen of late.

Our Fire department also has some cost increases, with our newly ratified union agreement as well as an additional deputy fire chief.

Deer Park

A good news story is that the overall budget for deer park has decreased, despite increased utility costs for the clubhouse.

Revenues have been growing steadily over the past few years since the pandemic, and new revenue streams with relation to the restaurant at the clubhouse add to this. These additional revenues more than offset cost increases, and we are excited to see the first full year of the clubhouse being operational.

Library

The costs for utilities and maintenance have been rising for this facility, and the budget for it has been increased to match the actuals of what it costs. Additionally, there was less than a full year included in the 2023 budget when it was seeming like there was to be a divestment of the facility.

Further, the levy paid to the regional library is expected to increase by approximately \$40,000 for the year, which is roughly half of the increase.

Transit

This is an area where we continue to see increases in costs; fuel, while dropping now, is typically higher for longer periods of the year. Parts have been steadily increasing, and the vehicles being run for 8 hours a day or more has one of the buses requiring constant maintenance.

The budget for Transit has been increased to closer match actual spending.

Public Works

This is one area that has seen the largest increase, and it is no surprise why.

The last two years, with 2022 especially, have been exceptional snow fall years, resulting in an increase to the snow and ice budgets for nearly \$170,000 to meet the five year average. Note that this still doesn't put the budget up to the levels of spending seen in 2022, though again we budget for the average.

Street and road paving is another area, increasing over \$150,000 to keep up with increased construction costs as well as to hopefully be able to increase the annual overlay programs to address growing concerns about the roadway conditions.

Environmental Services

This includes the budgets for the Landfill, garbage (refuse), recycling collection, and Water Works.

These budgets are net zero, as they are run as a utility. This means that they have their own revenues and expenses, and a profit. This projected profit goes to reserves in its entirety, to cover

future capital projects. For example, the Landfill profits between \$600,000 and \$1,000,000 on average a year, but has large capital outlays such as a new landfill cell at an estimated cost of \$7-10 million in five years – it requires an annual surplus, otherwise it would not be able to operate into the future.

Our water utility is the largest of these by far, with over \$11 million of planned revenue. This budget includes a 4.6% increase to the water rates, but a larger portion of the increase to revenue this year is from estimated usage when the Richardson plant expansion comes online – our three largest industrial users, including Richardson, account for approximately 1/3 of the water usage in the City.

The rate increase and the additional usage revenue will offset ever increasing costs of dealing with water breaks, the cost and frequency of which has steadily grown for years. The additional revenue is also going to help fund increased water and sewer main replacement programs, the need for which was presented to Council previously this fall. The aging infrastructure under the ground will be getting more attention through this.

Another major milestone for the utility is the final payment of the Water Treatment Plant loan, which is happening currently and therefore not included in the 2024 budget – this amount will be put to reserves to help with capital projects in the utility. As mentioned earlier in the fall, there is over \$100 million of capital projects, including a new wastewater plant, over the next 10 years or so. Debt, in conjunction with utility reserves, will be required in order to fund much of this. These projects will both allow the City to continue to provide clean water, but also provide for the increased demand with the plant expansions happening and allow for future potential growth.

Capital Budget – 2024/2025

The 2024/2025 Capital budget includes a 1% increase in taxes for both years, or roughly an additional \$280,000, for capital projects annually. This will bring our annual capital expenditure total to \$5,188,245 for 2024 and to \$5,464,000 for 2025. The capital budget as prepared is a 2-year capital budget, which allows for planning for some of the larger and more complex capital projects.

This increase to capital will help us close our “infrastructure deficit,” which is the gap in what we should be spending on an annual basis to replace our aging infrastructure and what we are currently spending.

2024 Capital

The majority of the 2024 capital budget was approved last year, so the bulk of the projects on the docket are slated for 2025.

There are, however, some additions to 2024, which require Council’s approval. All of these are either funded from reserves, or have an alternate funding source as the full 2024 capital budget had already been allocated.

These 2024 additions include numerous water utility upgrades, which will ensure the City is able to keep up with the increased demand from the two major industrial expansions happening right

now; this work includes pumping station work, as well as upgrades and required maintenance at the water and wastewater plants.

The other significant items of note are cost increases to the planned ice system upgrades at the Kinsmen arena, which will require 2025 funding to offset, and pre-design for work to complete Sully Ave North in anticipation of potential work along Grainmillers Road – the City needs to be ready to construct this should that go ahead.

2025 Capital

As stated, the bulk of the capital to approve lies in the 2025 year. This is another massive year for the City with regards to projects.

In addition to funding cost increases on previously approved projects as discussed above, there are several large construction projects and other items on the docket.

The biggest one is the reconstruction of Sully Avenue North, finishing off what is to be designed in 2024. This project will fully pave and finish Sully Ave all the way to Grainmillers Road. This includes sewer and water service for future industrial lots along this corridor, as large industrial lots with servicing are not otherwise available. This project total is estimated at \$7.7 million, with funding for this in part coming from the development levies that the City has charged on lot development. It is important to note that this is why these levies are charged – they are charged such that commercial and industrial development does not require the rest of taxpayers to pay for infrastructure improvements caused by the development.

The next biggest project, coming in at \$6.25 million, is the Park Street Reservoir Pumping Station. This will utilize an existing reservoir to be upgraded to allow the City to keep up with the increased demand for water from the plant expansions, allow for future industrial options that would require high water usage, and ensure we have adequate flows for fire suppression while the above are utilizing high water amounts at the same time. This project will be funded from the water utility reserves, which are being bolstered by the increased water usage.

The Gallagher Centre will be getting some maintenance to the waterpark filtration and filter systems, with projects there totaling \$1.36 million.

Other significant items include major culvert replacements, work to the library building and at the cemetery, and various equipment purchases including plows, blowers, gravel trucks, and a transit van.

This is far from a complete description, as there are numerous projects that can be seen in the project listing included in Attachment 3.

FINANCIAL IMPLICATIONS

This budget once again represents the City doing what it can to control cost increases that are being seen across North America, utilizing a blend of fee increases and tax increases to keep the impact to taxpayers as minimal as possible.

The increase to taxation allows the City to balance the budget despite the larger than normal inflation, which hits construction and infrastructure particularly hard.

As mentioned, the impact to the average residential homeowner will be approximately \$6.45 per month, or roughly twice that for an equally valued commercial property.

COMMUNICATION PLAN

As has been our practice, the package included with this report will be made public on our website subject to Council's approval tonight, and the budget submission presentation will be posted permanently on the City's website as well. This presentation has been updated to be much more readable and easier to follow for the general public.

The budget information will be posted January 9, 2024, until the following Council meeting for feedback to be collected on our website or by direct communication with us at the City. We encourage all questions by phone, email or through our website feedback form, available on www.yorkton.ca/budget which will be linked off our main page and on social media.

OPTIONS

1. That Council direct Administration to publish the 2024 Operating and 2024/2025 Capital Budget report in its entirety on the City's website for public review, and further that Administration bring a subsequent budget report to the January 29th, 2024 Council Meeting for adoption.
2. Other direction as Council deems appropriate.

RECOMMENDATION

That Council direct Administration to publish the 2024 Operating and 2024/2025 Capital Budget report in its entirety on the City's website for public review, and further that Administration bring a subsequent budget report and summary of feedback to the January 29, 2024 Council Meeting for adoption.

*The following pages are redacted pursuant to Appendix A - 5(e)

























