

**CITY OF YORKTON**  
**REGULAR COUNCIL MEETING AGENDA**  
**Monday, February 26, 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 – January 29, 2024
  - Special Council Meeting Minutes – February 1, 2024
5. **UNFINISHED BUSINESS**
6. **REPORTS OF COUNCIL COMMITTEES AND MATTERS REFERRED**
  - Environmental Committee Meeting Minutes – October 11, 2023
  - Recreation and Community Services Committee Meeting Minutes – October 25, 2023
  - Economic Development Committee Meeting Minutes – December 14, 2023
  - Economic Development Committee Meeting Minutes – January 18, 2024
  - Mayor Hipsley – Appointment to the Planning and Infrastructure Commission and Correction to the Protective Services Committee Member List
  - Mayor Hipsley/Michael Eger - Director of Planning, Building & Development/Acting City Manager/MNP Consultants - MNP Operational Review – (Final External Report)
7. **HEARING OF PETITIONS, PUBLIC NOTICES AND PRESENTATIONS**
  - Presentation – Kinsmen Club of Yorkton – New Club Location and Request for Tax Exemption
  - Presentation – Parkland Outdoor Show & Expo- Introduction to the Organization and Request for Support
  - Presentation – Terry Kashuba re: ‘The City’s & Council’s liability in the issue of TA Foods Myrtle processing plant’
  - Public Hearing - Proposed Bylaw No.1/2024 – Amend Zoning Bylaw No. 14/2003 – To allow for Storage Facilities/Compounds as Discretionary Uses in the C-3 Highway Commercial Zoning District
8. **BUSINESS ARISING OUT OF PETITIONS, PUBLIC NOTICES AND PRESENTATIONS**
  - Land Use Planner
    - Proposed Bylaw No. 1/2024 – Amend Zoning Bylaw No. 14/2003 – To allow for Storage Facilities/Compounds as Discretionary Uses in the C-3 Highway Commercial Zoning District [2<sup>nd</sup> and 3<sup>rd</sup> Readings]
9. **CORRESPONDENCE**
  - Yorkton Film Festival - 2024 Funding Request, financial statements, and budget
10. **BYLAWS**
  - Director of Planning, Building & Development/Acting City Manager
    - Proposed Bylaw No. 2/2024 – Building Bylaw to establish procedures for the issuance and enforcement of building permits and provide for fees thereof [Introduction and First Reading – Authorization for Public Notice]
  - Land Use Planner
    - Bylaw No. 3/2024 - Amendment to Zoning Bylaw No. 14/2003 – Rezone 72 Broadway St. W. from C-1 City Centre Commercial to CMI-1 Commercial Industrial Transitional [Introduction and First Reading – Authorization for Public Notice]
11. **ADMINISTRATIVE REPORTS**
  - Land Use Planner
    - Request for Parking Alternative in C-1 City Centre Commercial Zoning District – 36 Broadway Street East
  - Director of Finance
    - Adoption of 2024 Operating & 2024/2025 Capital Budgets
  - Director of Planning, Building & Development/Acting City Manager
    - Airport Terminal Building – Tender Results
  - Director of Engineering & Asset Management
    - Traffic Light Replacement for Broadway & Myrtle Intersection – Tender Award
12. **GIVING NOTICE OF MOTION**
13. **IN CAMERA SESSION**
  - 1 Other Item
14. **ADJOURNMENT**

# Environmental Committee

## MINUTES

WED, OCT 11, 2023 7:30 A.M.

QUEEN ST WTP, STAFF ROOM

Members Present	Chair Shannon Erickson, Sandra Bilan, Kris Gendall, Stefan Bymak, Darcy Zaharia (remote), Dustin Brears (remote)
Absent	Matt Poier, Jason Signarowski, David McKerchar
City Staff	Aron Hershmillier, Lyndon Hicks
Presentation	
Recording	Val Fatteicher
Call to order	7:34 a.m.
Adjourn	9:05 a.m.
1. Declaration of Conflict of Interest	
Declaration	No declaration of conflict of interest was made.
2. Approval of Agenda	
Discussion	Review of agenda items for discussion.
Motion 17-23	Sandra Bilan That the agenda be approved as presented. CARRIED
3. Minutes of the June 21, 2023 Meeting	
Motion 18-23	Sandra Bilan That the minutes of June 21, 2023 be approved. CARRIED.
4. Prairie Harvest Employment Program – Program Overview (Stefan Bymak)	
Discussion	<ul style="list-style-type: none"> <li>The Prairie Harvest Employment Program has been in operation since 2004.</li> <li>Initial work program created with Whitespruce, youth detention centre, where the need for employment opportunities for this source group was realized.</li> <li>Federal funding was secured through Human Resources Development Canada to employ clients to perform odd jobs in the community.</li> <li>Further investigating was done to find more regular and stable work opportunities. The CleanSweep program was created, to provide litter cleanup around the city.</li> <li>Around 2005, due to limitations in manpower, PHEP changed their <b>focus to assist with the City's recycling program.</b></li> <li>Their focus to build relationships and work with clients continues.</li> </ul>

	<ul style="list-style-type: none"> <li>Initially, the residential recycling program levy to City residents was \$1/month. Gradual increases have been implemented to the present cost of \$6/month.</li> <li>PHEP also maintains the downtown flower pot program. As well as other odd jobs around town.</li> <li>Currently receive funding, through the recycling levy, contracted through Sask Abilities and the City.</li> <li>Initial hires are scheduled to work on the recycling collection crew and the sort line at Recyclability Enterprises.</li> <li>Provide a more flexible work experience opportunity for those that have challenges becoming employed. The average work term is approximately 3 months, but some have been extended.</li> <li>Have had a great partnership with Sask Abilities.</li> <li>Future plans include employment of <b>individuals utilizing Bruno's</b> Centre, now open for one year, when they are ready for work opportunities.</li> <li>Continue to work with the indigenous community providing employment opportunities.</li> <li>Supportive of future changes in curbside recycling.</li> <li>Cost of repairing aging vehicle collection equipment continues to escalate.</li> <li>Further exploration into the use of the collection bags from the program has explored.</li> <li>Alternative methods of containing curbside products has been used previously with the canvas bag and small blue box system. Materials need to be contained for collection.</li> <li>City fully supports the current program. With additional Federal Grant funding of the collection program cost, we are able to keep our cost to residents relatively low, while also providing weekly collection service year round. City's concern would be the impact on the levy if federal grant funding to PHEP would be reduced or cease.</li> <li>Evaluate improving visual display on collection vehicle with program promotion information.</li> <li>The committee could <b>provide a letter of support to PHEP's federal</b> funding agency, thanking them for the financial assistance that aids in maintaining the recycling levy cost.</li> <li>Federal funding application is renewed annually in July.</li> <li>MMSW program funding will be changing.</li> <li>Have endorsed the uniqueness and social impact of our program with MMSW and the ongoing ability to maintain the integrity of our current program.</li> </ul>
Motion 19-23	<p>Kris Gendall</p> <p>That the Environmental Committee provide a letter of endorsement to the Prairie Harvest Employment Program, for their ongoing commitment <b>to providing staff resources to aid in the operation of the City's</b> residential curbside collection program. CARRIED.</p>

5.	Residential Curbside Organics Collection Program Update
Discussion	<ul style="list-style-type: none"> <li>• Nearing the end of the organics pilot project. Last collection will be the first week of November to include Halloween. The bins will be collected these last two collection dates, November 2 and 3. A correspondence package will be sent to participants by mail, informing them of these end dates and to complete a survey for feedback on the program.</li> <li>• Seasonal staff monitored bin contents from May to August each week.</li> <li>• Program Data includes:</li> <li>• Participation: Bins rolled out once during collection period were included in this percentage: <ul style="list-style-type: none"> <li>○ 88.4% of bins participating on Thursday collection day</li> <li>○ 90.5% of bins participating on Friday collection day</li> </ul> </li> <li>• Weekly participation at highest in early June at 65% overall, and at 28% in early August. 45% and 46% of bins were at curb for weekly collection. <ul style="list-style-type: none"> <li>○ Average bin volume was half-full.</li> <li>○ 37-39% of bins contained some food waste. Based on visual inspection.</li> </ul> </li> <li>• Contamination with ineligible products: <ul style="list-style-type: none"> <li>○ 10.5% on Thursday collection day</li> <li>○ 8.6% on Friday collection day</li> <li>○ Contamination products such as plastic bags, twigs, paper or cardboard were found during visual inspection by lifting the lid on bins during collection day.</li> <li>○ Less contamination was evident near the end of the program period.</li> <li>○ Educational information sent again at mid-point in program period.</li> </ul> </li> <li>• 410 participating households, with just under 80 tonnes of material collected as of October 6<sup>th</sup>.</li> <li>• <b>Continue to monitor Regina and Saskatoon's organics programs</b> which were initiated city-wide this year.</li> <li>• New regulations from the Ministry of Environment to have collected organics placed on a soil treatment pad to collect runoff. Existing treatment pad may not be adequate to handle city-wide volumes.</li> <li>• Comparable waste volumes will be used to help determine program success during the pilot program period.</li> <li>• Future regulations pertaining to methane and gas production in landfills may have an effect on program roll out. Organics in compost produce less methane than landfilled organics.</li> <li>• Success of the pilot program will help get resident support.</li> <li>• Organic material collected will be used as cover material during future landfill decommissioning.</li> </ul>
6.	Water/Wastewater Project Updates
Discussion	<ul style="list-style-type: none"> <li>• Annual budget preparations underway.</li> <li>• Escalating costs for chemicals and specialized parts for equipment</li> </ul>



	<p>averaging 20-30% higher than previous.</p> <ul style="list-style-type: none"> <li>• Working on 10-year plan with more capital project work proposed.</li> <li>• Expansion at both canola crushing plants that will demand increases to treated water and wastewater volumes, requiring more energy and added cost to manage.</li> <li>• Water tower inspection completed in May and the final report back in July. Report provides recommendations for repairs to the tower both internal and external, with recoating and repainting recommended. There are only two qualified companies in Canada. One of which constructed the current tower. Proposed lighting project will be coordinated with maintenance work to be completed.</li> <li>• Constructed two new wells this year, as well as updates to one existing well.</li> <li>• Other capital project work to be done includes water and sewer line replacements on York Road, treated water storage with a pumping station at former water plant site on Park Street. Water volume storage required for two-day minimum for canola plant operations as well as fire suppression or power outages.</li> <li>• Roof repairs at the wastewater plant and pumping station are needed.</li> <li>• Potential expansion of the wastewater treatment plant with ongoing repairs to failing operations equipment. Due to the age of some equipment, replacement parts are in short supply or hard to source.</li> <li>• Proposing a 4.75% budget increase similar to last year.</li> </ul>
7. Sask Waste Reduction Council – Yorkton Workshop Review (Oct 3)	
Discussion	<ul style="list-style-type: none"> <li>• SWRC Workshop held in Yorkton on October 3<sup>rd</sup>.</li> <li>• Details on waste and recycling service programs were presented, followed by a tour of the recycling and HHW collection facilities.</li> </ul> <p>Aron Hershmillier – Left meeting at 8:49 am</p>
8. Social Media Content Planning	
Discussion	<ul style="list-style-type: none"> <li>• Seeking input from committee members for additional social media content or promotion. What items or topics should be reinforced?</li> <li>• Suggestions included: removal of plastic from envelopes or promoting of recyclable products not often thought of (toilet paper rolls), recycling product tips, organics program update, Recycle Coach App promotion, plastic bags or ask the public for their input/feedback.</li> </ul>
9. Next Meeting Date –	
Next meeting date pending results of the Doodle Poll. Proposed for December.	

10.	Next Meeting Agenda Items
	<ul style="list-style-type: none"> <li>o Strategic plan review</li> <li>o Curbside recycling participation</li> <li>o Curbside organics update</li> <li>o Sask Abilities organics update</li> </ul>

11.	Adjournment 9:05 am
Motion 20-23	Sandra Bilan That the Environmental Committee Meeting be adjourned. CARRIED.

These minutes have been approved by members of the Environmental Committee on January 23, 2024.

**Shannon Erickson**  
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 Chair

**Val Fatteicher**  
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 Recording Secretary

# Recreation and Community Services

## MINUTES

OCTOBER 25, 2023

5:00 P.M.

GALLAGHER CENTRE  
RAVINE ROOM

Attendees	Chairperson: Delmar Zwirsky, Tonia Vermette, Anne Stupak, Doug Wilkinson, Steven Rosowsky, Melinda Sevilla, CV Sastry
Regrets	Councillor Randy Goulden, Councillor Ken Chyz, Yuri Forbes-Petrovich
Staff	Taylor Morrison, Lisa Washington, Julia Schofer
Recording	Ashton Kingdon
Call to order	5:03 p.m.
Adjourn	6:09 p.m.

## Agenda topics

1. CALL TO ORDER							
2. ADOPTION OF AGENDA							
Motion 23-013	Tonia Vermette That the agenda be adopted as presented. CARRIED.						
3. MINUTES OF PREVIOUS MEETINGS							
a. Minutes of the December 14, 2022 Meeting							
Minutes from the September 20, 2023 meeting of the committee were circulated.							
Motion 23-014	Tonia Vermette That the minutes of the September 20, 2023 meeting of the Recreation and Community Services Committee be approved as circulated. CARRIED.						
4. NEW BUSINESS							
Nothing at this time.							
5. BUSINESS ARISING							
Nothing at this time.							
6. SASKATCHEWAN LOTTERIES COMMUNITY GRANT PROGRAM ADJUDICATION							
Anne Stupak declared a conflict of interest with the Pickleball Yorkton and left during that portion of the discussion (5:30 p.m. – 5:41 p.m.).							
Yorkton Brick Mill Heritage Society was ineligible for funding due to the application request of planning does not conform to the Saskatchewan Lotteries Community Grant Program Guidelines.							
The Committee reviewed the applications and recommended funding for the following groups for the October 2023 intake of the Saskatchewan Lotteries Community Grant Program.							
Motion 23-015	<p>Doug Wilkinson</p> <p>That the following list of applicants to the October 2023 intake of the Saskatchewan Lotteries Community Grant Program be approved at the corresponding allocation, for a total of \$43,000.00.</p> <table> <tr> <th>Group</th><th>Approved</th></tr> <tr> <td>Aquabatix Artistic Swim Club</td><td>\$ 5,000.00</td></tr> <tr> <td>Army Cadets</td><td>\$ 2,000.00</td></tr> </table>	Group	Approved	Aquabatix Artistic Swim Club	\$ 5,000.00	Army Cadets	\$ 2,000.00
Group	Approved						
Aquabatix Artistic Swim Club	\$ 5,000.00						
Army Cadets	\$ 2,000.00						

	BGC Yorkton	\$ 5,000.00
	Paper Bag Players	\$ 4,800.00
	Pickleball Yorkton	\$ 4,150.00
	Yorkton Park Square and Round Dance Club	\$ 2,800.00
	Yorkton Canoe Kayak Club	\$ 3,000.00
	York Lake Golf and Country Club	\$ 2,900.00
	Yorkton and District Nursing Home	\$ 5,000.00
	Yorkton New Horizons Senior Centre	\$ 3,350.00
	Yorkton United FC	\$ 5,000.00
		<b>\$ 43,000.00</b>
	CARRIED.	

## 8. NEXT MEETING

### a. December 13, 2023 – Regular/Policy over Lunch

Administration advised the Committee Members that at the December lunch meeting, they would be presenting some drafts of new Community Grant guidelines, application and policies as the larger governing bodies, SaskCulture and SPRA are in the process of revising their strategic plans. Administration wants us to remain aligned with the governing bodies and therefore, local changes may be required with the Sask Lotteries Community Grant program.

Culture Days funding was questioned on how well it was received and what the financial impact was to the City of Yorkton. Lisa will provide the committee with the follow up report that is given to SaskCulture at the next RCS Committee Meeting.

## 10. ADJOURNMENT

Motion 23-016	Steven Rosowsky That the Recreation and Community Services Committee Meeting be adjourned at 6:09 p.m. CARRIED.
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Delmar Zwirsky

Ashton Kingdon

Chairperson

Recording

# Economic Development Committee

MINUTES

DECEMBER 14, 2023

7:00 A.M CITY HALL — MEETING ROOM A

Attendees	Chairperson: Bob Knox Councillors: Councillor Darcy Zaharia Members: David McKerchar, Marty Sveinbjornson, Don Reed, Gwen Machnee, Raymond Sharp
Invited Guests	Mayor Mitch Hipsley, Juanita Polegi, Donna Brothwell (via Zoom)
Staff	David Balysky (Business Liaison)
Regrets	Councillors: Councillor Dustin Brears Members: Guests:
Absent	Councillors: Members: Ayodele Komolafe
Recording	Jody Hahn
Call to Order	7:02 am
Adjourn	8:25 am

## ADOPTION OF AGENDA

Discussion	Review of agenda items for discussion.
Motion	That the agenda be approved as presented
Motion 40-23	Knox To amend the agenda by adding <ul style="list-style-type: none"><li>- Review USask Medical Student Rural Catalogue</li><li>- Business Licenses</li></ul> Carried
Motion 41-23	Reed To approve the agenda as amended. Carried

## MINUTES OF NOVEMBER 9, 2023

Discussion	Minutes from the November 9, 2023 meeting of the Committee were circulated electronically as part of the agenda package, and paper copies were available at the meeting.
Motion 42-23	McKerchar That the minutes of the November 9, 2023 meeting be approved as presented. Carried

## CITY PROCUREMENT PRACTICES

Discussion	<ul style="list-style-type: none"><li>- Balysky presented a memo written by Michael Eger on City procurement practices. A report that went to Council and an updated policy was attached to the agenda.</li><li>- The Committee discussed the desire to utilize local contractors when possible.</li></ul>
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	<ul style="list-style-type: none"> <li>- Mayor Hipsley mentioned that MNP recently audited <b>the City's</b> procurement practices and will be happy to share the results from the final report when available.</li> </ul>
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#### BUILDING PERMIT STATISTICS — SURROUNDING RMs

Discussion	<ul style="list-style-type: none"> <li>- Balysky presented building permit statistics from the surrounding RMs. He was not able to get statistics from some of the RMs that have lakes that might have more residential homes being built.</li> <li>- Balysky discussed that there still <b>hasn't</b> been much uptake in the Parade of Homes despite the increased incentive for builders. He foresees more uptake coming in January once builders have wrapped up 2023 projects. The application deadline was extended to Jan. 31, 2024. Balysky sent this opportunity out to local home builders first and then to Regina and Saskatoon home builders.</li> </ul>
Motion	No motion

#### CANADA'S MOST LIVABLE CITIES — THE GLOBE AND MAIL

Discussion	<ul style="list-style-type: none"> <li>- Balysky opened up the discussion on Yorkton being ranked 73<sup>rd</sup> on <b>The Globe and Mail's Canada's Most Livable Cities list. A total of</b> 439 municipalities were reviewed based on 10 categories. Only 3 cities in Saskatchewan made it on the list; Yorkton, Saskatoon, and Regina.</li> <li>- The Committee discussed ways that the City could take advantage of this: <ul style="list-style-type: none"> <li>o Sharing this on the City of Yorkton's website</li> <li>o Sharing this when we get inquiries about the City of Yorkton</li> <li>o Chamber already has a radio ad going on the Fox, GX94, and the Rock</li> <li>o Making a minimal investment for a Google ad - SEO</li> <li>o Suggestion for taking this topic to a talk radio such as the Evan Bray Show on CJME.</li> </ul> </li> </ul>
Motion	No motion

#### Review USask Medical Student Rural Catalogue

Discussion	<ul style="list-style-type: none"> <li>- Polegi mentioned that Balysky did a fantastic job on promoting Yorkton in the USask Medical Student Rural Catalogue.</li> <li>- Balysky added that he received a call last week <b>from Dr. Popick, who's trying to</b> recruit optometrists from Ontario. Dr. Popick asked for some City of Yorkton promotional materials which Balysky provided.</li> <li>- Committee members discussed the issue of a lack of doctors in Yorkton and reasons why more students are opting for specialties in medicine rather than become general practitioners, including busy schedules and under payment.</li> </ul>
Motion	No motion

Brothwell exits the meeting via Zoom at 7:45 a.m.
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#### Business Licences

Discussion	<ul style="list-style-type: none"> <li>- Committee members discussed that 40% of our small businesses will be transitioning over the next 5 years. About 58% of all jobs in the country are currently generated by small businesses.</li> <li>- The Committee inquired about what be done to increase small business in Yorkton. Members discussed the idea of offering a one-time, first-year free business licence to new resident businesses in Yorkton.</li> </ul>
Motion	No motion

#### Business from the Floor

Discussion	<ul style="list-style-type: none"> <li>- Mayor Hipsley thanked everyone on the EDC Committee and hopes all the Members will submit an application to be back on the EDC again for 2024.</li> <li>- Members discussed the upcoming demolition of the old Imperial 400 building.</li> <li>- The Committee inquired about the Via Rail story that was recently on the news. Mayor Hipsley discussed how currently the VIA Rail travels from Melville to Edmonton and <b>doesn't pass through very many cities. The City is advocating</b> for the line to go from Melville to Canora to Warman (instead of Saskatoon) up to Edmonton. This route would allow for more cities and First Nations communities to access the train route. This would be great for tourism and service availability to medical services.</li> </ul>
Motion	No motion

#### ACTION ITEMS

Discussion	<ul style="list-style-type: none"> <li>- Balysky to look into ways to promote that Yorkton was ranked the 73<sup>rd</sup> most livable city in Canada.</li> <li>- Balysky to inquire about offering a one-time, first-year free business licence to new resident businesses in Yorkton.</li> </ul>
Motion	No Motion

NEXT MEETING	Call of the Chair
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#### ADJOURNMENT

Motion 43-23	Sharp That the Economic Development Committee Meeting be adjourned at 8:25 a.m. Carried
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**Bob Knox**

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CHAIRPERSON  
Bob Knox

**Jody Hahn**

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RECORDING SECRETARY  
Jody Hahn

# Economic Development Committee

MINUTES

JANUARY 18, 2024

7:00 A.M CITY HALL — COUNCIL CHAMBERS

Attendees	Chairperson: Bob Knox Councillors: Councillor Darcy Zaharia, Councillor Dustin Brears Members: David McKerchar, Marty Sveinbjornson, Don Reed, Gwen Machnee, Raymond Sharp, Ajay Tadi
Invited Guests	Mayor Mitch Hipsley, Juanita Polegi, Donna Brothwell
Staff	David Balysky (Business Liaison), Jessica Matsalla (City Clerk), Amanda Dietz (Assistant City Clerk), Lonnie Kaal (City Manager)
Regrets	Councillors: Members: Guests:
Absent	Councillors: Members: Ayodele Komolafe
Recording	Jody Hahn
Call to Order	7:04 am
Adjourn	8:30 am

## WELCOME AND INTRODUCTIONS

Discussion	Administration called the meeting to order, welcomed members and introductions were made.
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Ajay Tadi enters the meeting at 7:06 a.m.
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## NOMINATION AND ELECTION OF CHAIRPERSON

Discussion	Administration opened the floor for call for nominations for Committee Chairperson. Marty Sveinbjornson nominated Bob Knox for Chairperson. Bob agreed to let his name stand. There were no further nominations. A vote was taken and carried unanimously. Bob Knox was announced as the Chairperson for 2024.
Motion 01-24	Marty Sveinbjornson That Bob Knox be named the new Chairperson for the 2024 Economic Development Committee. Carried Unanimously

## NOMINATION AND ELECTION OF VICE-CHAIRPERSON

Discussion	Newly-elected Chairperson, Bob Knox opened the floor for call for nominations for Committee Vice-Chairperson. Councillor Dustin Brears nominated Raymond Sharp for Vice-Chairperson. Raymond agreed to let his name stand. There were no further nominations. A vote was taken and carried unanimously. Raymond Sharp was announced as Vice-Chairperson for 2024.
Motion 02-24	Gwen Machnee That Raymond Sharp be named the new Vice-Chairperson for the 2024 Economic Development Committee. Carried



## ADOPTION OF AGENDA

Discussion	Review of agenda items for discussion.
Motion 03-24	David McKerchar That the agenda be approved as presented. Carried

## MINUTES OF DECEMBER 14, 2023

Discussion	Minutes from the December 14, 2023 meeting of the Committee were circulated.
Motion 04-24	Raymond Sharp That the minutes of the December 14, 2023 meeting be approved as presented. Carried

## COMMITTEE ORIENTATION - JESSICA MATSALLA, CITY CLERK

Discussion	<ul style="list-style-type: none"> <li>- Jessica Matsalla presented and led the 2024 EDC Orientation &amp; Procedural Discussion.</li> <li>- Discussed how items from EDC are being presented to City Council and ways the EDC can bring future items to City Council's attention. One suggestion was for the Committee members to start formalizing their ideas as motions that can be pushed through to City Council. Another suggestion was to clarify when something should be an action item.</li> <li>- Committee members discussed how it would be helpful to have follow-up, progress updates, or closure in the agenda on motions to Council.</li> <li>- Discussed how it would be beneficial for committee members to do research for the ideas that they present to the EDC.</li> </ul>
Motion 05-24	Councillor Dustin Brears To implement a priorities chart that gives a channel for feedback at the committee level for EDC. Carried

Councillor Darcy Zaharia enters the meeting at 7:37 a.m.
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Discussion	<ul style="list-style-type: none"> <li>- Jessica Matsalla discussed how the bylaw explains how to run the EDC meetings, how appointments are made, <b>who's eligible, and so forth.</b></li> <li>- Discussed the option and ability of allowing ongoing guests to have voting power. At this time, guests are like Administration and can not be provided with voting power. The bylaw would have to be amended to allow for any non-committee member to be able to vote.</li> <li>- Discussed the procedure and purpose of moving a discussion or meeting to in-camera. This allows a discussion to be private and not accessible to the public.</li> <li>- Jessica Matsalla explained how minutes go through City Clerk's office before being included in Council packages <b>and being made public. City Clerk's office</b> reviews all committee meeting minutes and will work to retract any sensitive information if necessary.</li> </ul>
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## RENEWAL OF RESIDENTIAL CONSTRUCTION INCENTIVE FOR 2024

Discussion	<ul style="list-style-type: none"> <li>- David Balysky presented the renewal of Residential Construction Incentive for 2024. David explained that this is the 5-year tax abatement is available to the owner of a newly constructed 1-4 unit dwelling. This is separate from the Show Home Rebate. The Residential Construction Incentive is approved on an annual basis by Council. David inquired if the Committee would like to make any changes and/or bring renewal of the Policy to Council.</li> <li>- David Balysky explained how the incentive did in previous years: <ul style="list-style-type: none"> <li>o In 2022 – one new single-unit dwelling</li> <li>o In 2023 – one new single-unit dwelling and one 4-unit dwelling</li> </ul> </li> <li>- <b>Committee discussed the public's interest in building and awareness of the City's incentives.</b></li> <li>- The Committee inquired about marketing and promoting. David Balysky responded that the incentive has been posted on social media and the newspaper. Administration is looking at paid social media ads to target a geographical range of people, not just City of Yorkton followers.</li> <li>- Committee members discussed additional marketing strategies, such as hosting <b>a Realtor's Breakfast</b> for real estate agents and builders to discuss City incentives. This would provide an opportunity for interaction and networking.</li> </ul>
Motion 06-24	<p>Don Reed To renew the Residential Construction Incentive for 2024. Carried</p>

## YORKTON SOUVENIRS

Discussion	<ul style="list-style-type: none"> <li>- <b>David Balysky opened up the discussion for Yorkton souvenirs. He's on the board for Tourism Yorkton and Yorkton souvenirs has come up on several occasions over the past year. People have been asking for Yorkton souvenir items at the Tourism Yorkton office and Western Development Museum (WDM). Some items that are repeatedly asked for include postcards, keychains, magnets, pins, patches, coasters, shot glasses, small tins of mints, playing cards, and drinkware.</b></li> <li>- David Balysky inquired with Committee members on their thoughts of EcDev utilizing \$5,000 towards cost-sharing Yorkton souvenir items with the Western Development Museum (WDM). Noting that WDM requires submitting any order requests to their head office by the end of February.</li> <li>- Committee discussed the pros and cons of contributing funds to go towards Yorkton souvenir items.</li> <li>- Administration will look into utilizing \$5,000 to go towards purchasing City owned promotional inventory. The City could give some of the inventory to WDM on the premises that they reimburse the City at cost (establish terms of how long before payment is due, such as a year or two).</li> </ul>
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## ACTION ITEMS

Discussion	<ul style="list-style-type: none"> <li>- Administration to include follow-up, progress updates, or closure in the agenda on motions to Council (including pending items).</li> <li>- Administration to add in a line for updates on action items in future agendas.</li> <li>- Everyone is strongly encouraged to scan through the code of ethics included in the paper package from Jessica Matsalla. The code of ethics is distributed annually to all the committees.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Administration to recommend renewal of the Residential Construction Incentive to Council for 2024.</li> <li>- David Balysky to inquire with the Western Development Museum what their contribution will be to the Yorkton souvenir items.</li> <li>- Administration will look into utilizing \$5,000 to go towards purchasing promotional inventory. The City could give some of the inventory to WDM on the premises that they reimburse the City at cost (establish terms of how long before payment is due, such as a year or two).</li> <li>- Administration to add Saskatchewan Secondary Suite Incentive to the next EDC meeting agenda.</li> <li>- Committee members to pose their discussion questions prior to the next EDC meeting in regards to the Saskatchewan Secondary Suites Incentive.</li> <li>- Administration to add EDC Goals for 2024 to the next EDC meeting agenda.</li> <li>- Committee members to put forth their ideas for EDC Goals for 2024.</li> <li>- Committee members are to email David Balysky and the Chairperson, Bob Knox, with any of their upcoming agenda discussion requests.</li> </ul>
Motion	No Motion

NEXT MEETING	Thursday, February 8th, 2024 at 7:00 a.m. at City Hall.
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#### ADJOURNMENT

Motion 07-24	Marty Sveinbjornson That the Economic Development Committee Meeting be adjourned at 8:30 a.m. Carried
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**Bob Knox**

CHAIRPERSON  
Bob Knox

**Jody Hahn**

RECORDING SECRETARY  
Jody Hahn



February 26, 2024

Memorandum to: Members of Yorkton City Council

Re: 2024 Appointment to the Planning and Infrastructure Commission and  
Correction to the Protective Services Committee Member List

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In recognition of a vacancy for the Good Spirit School Division Representative on the Planning and Infrastructure Commission, and a clerical error to the Protective Services Committee member list, I would like to recommend the following:

**RECOMMENDATION:**

**That the Council of the City of Yorkton appoint Jan Morrison to the Planning and Infrastructure Commission until August 2024, and to correct a clerical error by removing CV Sastry from the Protective Services Committee member list.**

Respectfully submitted,

  
Mayor Mitch Hipsley

MAYOR MITCH HIPPSLEY

TITLE: City Of Yorkton – MNP Operational Review (Final External Report)	DATE OF MEETING: 2/26/2024
	REPORT DATE: 2/16/2024
CLEARANCES:	ATTACHMENTS: Attachment #1: MNP Operational Review Attachment #2: Notice of Motion – March 6 <sup>th</sup> , 2023
Written by: Mayor Mitch Hipsley – City of Yorkton <b>Mayor Mitch Hipsley</b>	
Reviewed by: Jessica Matsalla - City Clerk <b>Jessica Matsalla</b>	
Approved by: Michael Eger – Acting City Manager <b>Michael Eger</b>	

## **PURPOSE/BACKGROUND**

In March of 2023 Yorkton City Council made the decision to engage an independent organization to provide breadth from work with other municipalities to assist us with identifying operational savings that could be re-invested in the City's Capital Program or other initiatives. Gathering this information on operations will help educate and find efficiencies. The longer term objective is to build a sustained culture and mindset for continuous improvement in the City.

MNP was engaged to complete this project with attention given to the following specific areas:

- Data Analytics
- Fleet
- Procurement
- General Operational Efficiencies

A key priority for Council was to understand how the City of Yorkton compares to other similar sized regional centres in Saskatchewan and across the prairies.

A steering committee was formed consisting of Councillor Zaharia, Councillor Brears and myself (Mayor Mitch Hipsley), along with members of Administration to provide information to MNP.

## **DISCUSSION/ANALYSIS/IMPACT**

As the project has been completed, the next step is to share the results publically.

Craig Kutarna Gates and Leslie Ciz have joined us via Zoom to present a summary of the key highlights from the operational review.

## **OPTIONS**

1. That Council receive and file the City Of Yorkton – MNP Operational Review Report.
2. Other direction at the discretion of Council.

## **RECOMMENDATION**

**That Council receive and file the City Of Yorkton – MNP Operational Review Report.**



# The City of Yorkton

## Operational Review

Final Report  
February 12, 2024



Wherever business takes you

MNP.ca



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# Introduction

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This section provides an overview of the project scope, objectives and methodology.

# Executive Summary (1)

It is a healthy and positive exercise for any municipality to undertake an Operations Review. It is a sign of good governance.

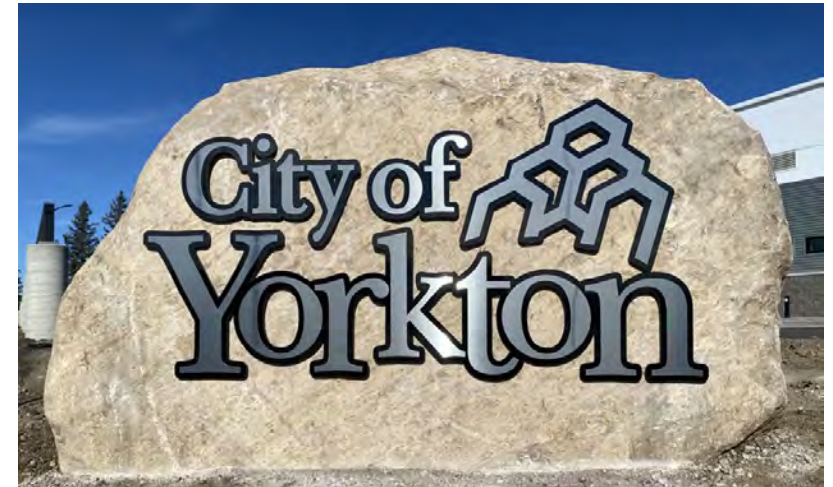
Yorkton City Council took responsible action to initiate an Operations Review early in 2023 with a clear intent for responsibility, accountability and continuous improvement. Council provided a clear mandate that was focused on ensuring accountability and value for citizens.

A key priority for Council was to identify understand how the City of Yorkton compares to other similar sized regional centres in Saskatchewan and across the Prairies. It is beneficial for citizens to also have a clear understanding of how their municipality compares to other cities.

MNP's overall assessment is that the City of Yorkton is very competitive and provides strong value for its citizens and ratepayers. This conclusion has been reached by focusing on the following:

- Corporate level comparisons in terms of budgets and resources;
- A review of Yorkton's Gallagher Centre compared to other recreational facilities;
- An assessment of the public works functions integrated at the City's Operations Centre; plus
- An analysis of the City's procurement policies and expenditures.

Key Item: Yorkton City Council took responsible action to initiate an Operations Review early in 2023 with a clear intent for responsibility, accountability and continuous improvement.



Key Item: MNP's overall assessment is that the City of Yorkton is very competitive and provides strong value for its citizens and ratepayers.

# Executive Summary (2)

The residents of Yorkton can have pride in the City's staff and the services they provide each day for the benefit of the community. The MNP project team were fortunate to visit the community on multiple occasions and witnessed first-hand the strength of the local economy, the breadth of City services provided and the community's strong presence as a regional centre.

All municipalities are facing a range of pressures including attraction and retention of staff, keeping pace with technology change, responding to the pressures of inflation, adaptation to extreme weather events and so much more. At the same time, the needs and expectations of citizens in municipalities are evolving and changing. Similar to any organization today, the City of Yorkton has opportunities for continuous improvement.

MNP worked together with the support of City Council and City Administration to assess potential areas of savings and opportunities to improve productivity in specific areas.

Key Item: The residents of Yorkton can have pride in the City's staff and the services they provide each day for the benefit of the community.

MNP found that each of the managers and staff in the organization were highly engaged with the project and its work. We were impressed with the professionalism and insights of both Council and Administration. We witnessed an openness to change and commitment to deliver increased value for citizens. MNP is confident that the senior leadership team will take ownership of this report and advance forward a series of projects that will deliver measurable results.

The MNP report outlines the potential for an estimated **\$2,045,000 to \$3,045,000** in savings, new revenues or productivity improvements. In addition, the report includes additional observations and recommendations that can serve to evolve the management of the City and its resources. This includes suggestions to improve procurement, including opportunities to support local procurement in the community.

# Executive Summary (3)

## Key Observations

- The overall mill rate in Yorkton is competitive to other regional centres on the Prairies;
- The operating costs for public works is competitive for the overall land mass of the City;
- The staff productivity indicators for the City of Yorkton are positive and provide good value to citizens;
- The Gallagher Centre is a community gem and provides a diverse set of services and activities at competitive prices;
- There are opportunities to improve revenues at the Gallagher Centre through space utilization and new services;
- There are a series of project opportunities or initiatives at the Operations Centre that are identified to deliver savings and efficiency; plus
- The report outlines specific recommendations related to improving procurement policies for the benefit of the community.

## Next Steps

Our report also includes a proposed **roadmap** and set of **next steps** designed to build momentum and convert ideas into action and then into results.

It is important that senior leaders at the City embrace the philosophy and intent of the report and are focused on planning and implementing results focused projects.

## Ensuring Accountability to Council

Our proposed roadmap includes an **accountability loop** for senior administration to report back to Council on the results achieved. This is a critical step. It was the leadership of Council that initiated this study on behalf of citizens. It will be important that Council receives effective and transparent information that measures in real terms the savings and productivity improvements that have been realized.

The balance of our report provides additional details in a variety of areas to continually improve the City of Yorkton as a competitive and highly effective community.

# Executive Summary (4) – Operations Centre



Below is a summary of the recommendations and estimated productivity gains, one-time savings and recurring savings based on the analysis of the Operations Centre. MNP has identified the potential for \$1.85 million to \$2.67 million in combined productivity gains, one-time savings and recurring savings. These opportunities need to be validated and defined through additional planning and analysis.

Recommendations	Productivity Gains	One-Time Savings	Recurring Savings
<b>1. Service Delivery and Operational Efficiencies – Operations Centre</b> A. Review and reduce non-mandatory service levels. Assess impacts of service levels and adjust delivery methods accordingly. B. Redefine internal fleet management practices. C. Maintain a 10-year (or longer) asset management plans. This will evaluate preventative maintenance strategies, identify funding gaps, asset replacement and assess disposal. D. Explore 10-hour shifts over 4 days. E. Monitor and adapt energy usage and consumption practices. Assess facilities that require maximum power and those can lower per consumption over time. F. Assess dust control practices, millings and roadway efficiencies. G. Inventory management business processes.	\$1 million to \$1.2 million	\$300,000 to \$400,000	\$100,000 - \$300,000  \$50,000 to \$100,000  \$300,000 to \$500,000  Further Analysis Required  Further Analysis Required \$50,000 - \$100,000
<b>2. Resource Management and Collaboration Practices - Operations Centre</b> A. Standardize Training Program and Certification Offerings.			\$25,000 - \$75,000
<b>Total Potential Financial Impact Range (Estimated)</b>	<b>\$1 million to \$1.2 million</b>	<b>\$300,000 to \$400,000</b>	<b>\$525,000 to \$1,075,000</b>

MNP has identified the potential for \$1.85 million to \$2.67 million in combined productivity gains, one-time savings and recurring savings for the Operations Centre. These opportunities need to be validated and defined through additional planning and analysis.

# Executive Summary (5) – Gallagher Centre



Below is a summary of the recommendations and estimated productivity gains, one-time savings and recurring savings based on the analysis of the Operations Centre. MNP has identified the potential for \$195,000 to \$375,000 in recurring new revenues and recurring savings. These opportunities need to be validated and defined through additional planning and analysis.

Recommendations	Recurring New Revenues	Recurring Savings
<b>1. Service Delivery and Operational Efficiencies</b> A. Create naming rights strategy B. Maximizing square footage, every square footage is a revenue generator C. Change pricing strategies D. Gift Cards, Arcade and Indoor playground	Further Analysis Required  \$100,000 - \$200,000 Further Analysis Required  \$50,000 - \$100,000	
<b>2. Collaboration and Community Initiatives</b> A. Community Partnerships B. Program Revitalization	Further Analysis Required	\$45,000 - \$75,000
<b>Total Potential Financial Impact Range</b>	<b>\$150,000 to \$300,000</b>	<b>\$45,000 - \$75,000</b>

In total, the MNP report outlines the potential for an estimated **\$2,045,000 to \$3,045,000** in savings, new revenues or productivity improvements with a focus on the Operations Centre and Gallagher Centre. This combines the numbers on pages 7 and 8 of the report.

MNP has identified the potential for \$195,000 to \$375,000 in recurring new revenues and recurring savings. These opportunities need to be validated and defined through additional planning and analysis.

# Project Objectives and Approach

## Project Objective

The City of Yorkton has engaged MNP LLP (MNP) - a Canadian accounting, tax and consulting firm - to conduct the review and provide recommendations to assist Yorkton in becoming more operationally efficient, and support aligning governance to council's strategic priorities. The desired outcome from this engagement includes recommendations that once implemented, will support the City of Yorkton in delivering on its key priorities for this term and enable the community, Council, and City staff to make strategic decisions regarding its services. MNP's recommendations will consider:

- Completion of a benchmarking analysis that compares the revenue, expenses and organizational design and capacity between the City of Yorkton and other comparator sized municipalities to identify findings and recommendations;
- Analyze the management and administration of the Gallagher Centre and complete a comparator financial analysis to identify opportunities to improve the financial sustainability of the Centre including potential opportunities to lower subsidy levels;
- A review of the Operations Centre leadership and internal operations with a focus on improving collaboration, citizen service and realizing efficiency savings; and
- A review of procurement with a focus on policies, processes and practices for procurements in the \$5,000 to \$100,000 range (commonly defined as "under trade threshold" procurements) to assess whether taxpayer interest and overall best value are being achieved.

## Project Approach

The project's approach has been customized for the City and considers the requirements of the engagement and objectives. As such, the review has been divided into two phases:

1. **Current State Review** – in this phase, MNP has conducted a documentation review, developed service profiles, benchmarked similar organizations, and conducted interviews with identified stakeholders. This provides a holistic overview of the current state to understand the root cause of challenges and enables MNP to identify emerging organizational and service delivery opportunities.
2. **Recommendations Report and Implementation Roadmap** – MNP will further evaluate the emerging opportunities and analyze each opportunity on a matrix that outlines the relative potential financial impacts, service impacts, and execution risk. This analysis will provide a perspective on the advantages/disadvantage and brings into view a risk-reward perspective. MNP will provide this analysis, along with an implementation roadmap and training requirements in the final report.

# Strategic Focus Themes

The following strategic focus themes below were considered in MNP's work to support the following project goals: increase and generate consistent revenue, source efficiencies that improve long-term savings and streamline processes, develop continuous improvement priorities, and set savings goals within the short term.

## Service Efficiencies

- Assess an array of cost savings assigned for the purpose of operational, public facing and community outreach, communications, or other revenue generating activities.
- Transform cost and material inputs into service outputs (programs, initiatives, plans, etc.).
- When services are delivered more quickly and with fewer errors, customer satisfaction tends to increase. Efficient services contribute to a positive customer experience, building loyalty and positive word-of-mouth.
- Contributes to consumer trust, loyalty, and the overall success of the brand delivered for the public's use and benefit.

## Revenue Generation

- Provides the capital needed for expansion, whether through entering new markets, launching new products or services, or acquiring other businesses. It fuels strategic initiatives that contribute to long-term growth.
- Revenue generation enables businesses to allocate resources to research and development, fostering innovation and the creation of new products or services.
- A robust revenue stream allows businesses to invest in operational efficiency, optimizing processes, and ensuring effective resource utilization.
- Attracting investment encourages civic engagement and builds a foundation for long-term growth and prosperity.

## Process Optimization

- Optimize processes resulting in faster and more efficient workflows, reducing lead times and increasing overall productivity.
- Continuously refine and improve the process to meet or exceed customer expectations while fostering a culture of continuous improvement within the organization.
- Process optimization ensures that resources, including time, manpower, and materials, are used optimally, leading to a more sustainable and cost-effective operation.
- Streamlining processes often leads to reduced operational costs by eliminating inefficiencies, minimizing waste, and improving resource utilization.

## Organizational Effectiveness

- Achieve objectives of an organization through an evaluation of its structure, processes, and resources.
- Include efficient use of resources, clear communication, strategic alignment, and the ability to adapt to changing circumstances.
- Involves implementing clear communication channels and structures, reducing misunderstandings and fostering a more transparent work environment.
- Achieve organizational goals efficiently can positively impact financial performance, attract investors and contribute to long-term financial stability.



# Section 1: Corporate Level Comparative Research Summary and Findings

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This section summarizes MNP's key takeaways that guided the development of future state recommendations. The recommendations are impacted by strategic focuses for improvement: service efficiencies, process optimization, revenue generation, and organizational effectiveness.

# Corporate Level Benchmarking

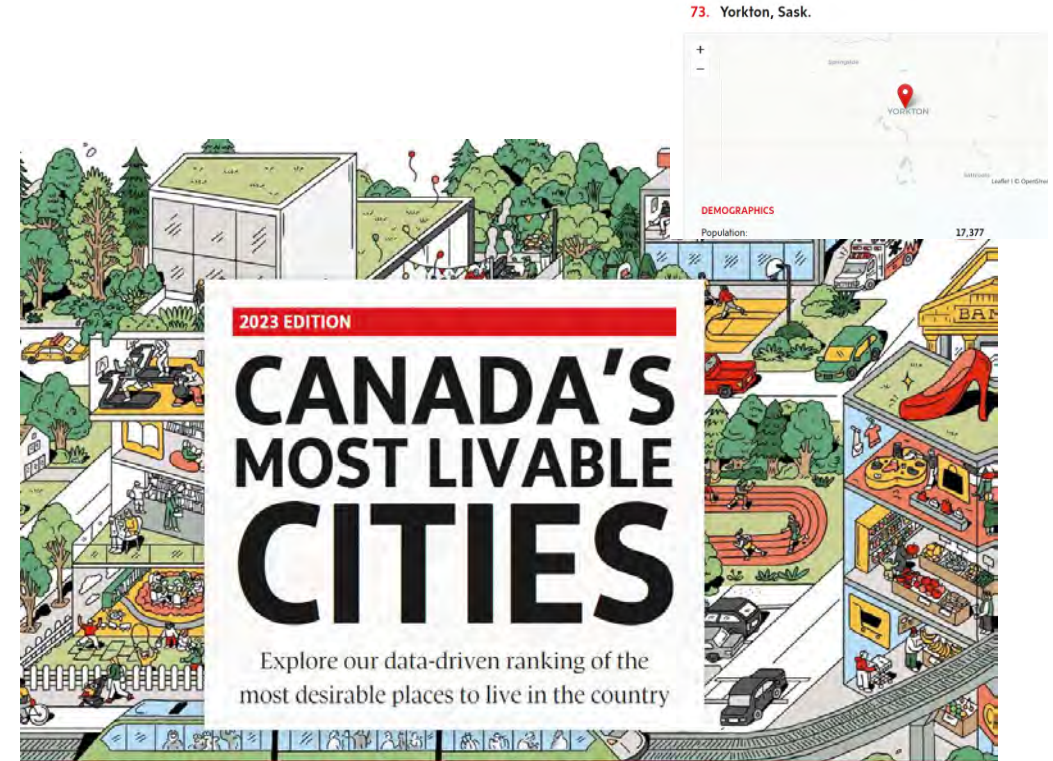
MNP's approach included analysis comparing revenue, expenses and organizational design and capacity between the City of Yorkton and other comparator sized municipalities.

Research included analysis of:

- Public documents including financial statements, property tax evaluations, programs and services offered.
- Comparative research between and amongst comparative municipalities show cased opportunities or reinforced alignment.
- Previous budget years and actual data based provided insights into opportunities or confirmation of alignment.
- Analysis included but not limited to FTE's, mill rate, public works, comparative data analysis and various public documents.

MNP also noted that the City of Yorkton was recently recognized by the Globe and Mail's 2023 most desirable places to live in Canada with an impressive ranking of 73 out of 100 most livable cities in Canada.

Additionally, the City of Yorkton offers local shopping incentives for citizens, including structured free parking through the holiday season to increase citizen and tourism involvement. We have heard examples that the City of Yorkton is purpose-driven and aims to offer a competitive compliment of services, amenities, and community initiatives for all citizens nearby.

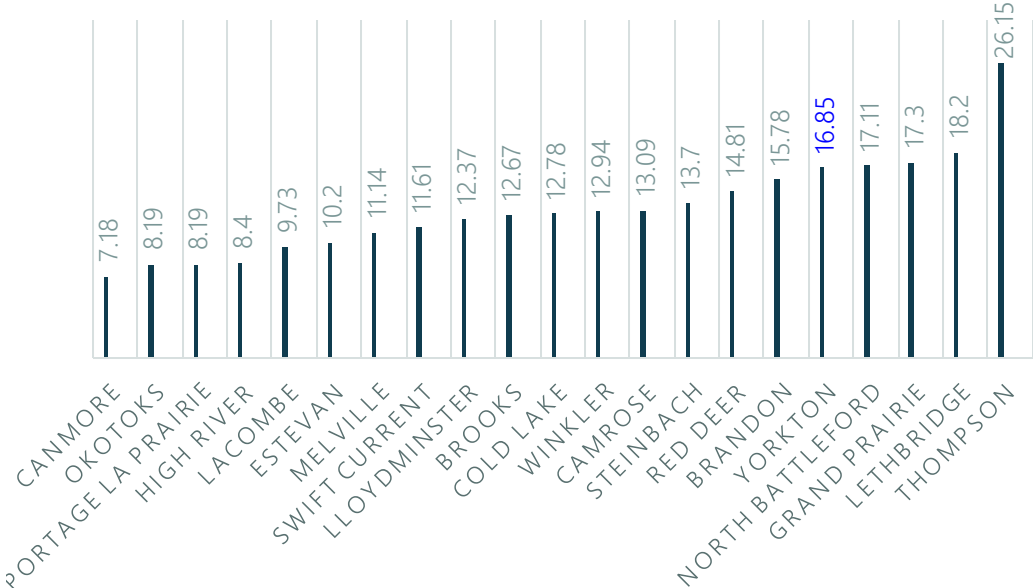


# Mill Rate Benchmarking



A mill rate is the amount of tax payable per dollar of the assessed property. 1 mill = \$1 in property tax levied per \$1,000 (1 mill = 0.1%). Governments set these rates based on the total value of the property within the jurisdiction, determines how much a municipality financially needs. It provides necessary tax revenue to cover projected expenses (schools, roads, etc.). Property tax revenue raised by mill rates pays for a taxing jurisdiction’s costs of operation.

Name	2022 Mill Rates	Name	2022 Mill Rates	Name	2022 Mill Rates
Thompson	26.15	Steinbach	13.7	Melville	10.6
Lethbridge	18.2	Camrose	13.09	Estevan	10.2
Grand Prairie	17.3	Winkler	12.94	Lacombe	9.73
North Battleford	17.11	Cold Lake	12.78	High River	8.4
Yorkton	16.85	Brooks	12.67	Portage la Prairie	8.19
Brandon	15.78	Lloydminster	12.37	Okotoks	8.19
Red Deer	14.81	Swift Current	11.61	Canmore	7.18



MNP compared the mill rate for Yorkton to 20 other comparator communities in the prairies as context. Yorkton is well positioned at around the 75<sup>th</sup> percentile of communities for its mill rate. Being a regional centre and hub brings costs and benefits for the City. As a regional centre with a strong portfolio of services and amenities, the City is competitively positioned in terms of its mill rate.

\*\*2022 data used

# Organizational Capacity Analysis

## Insights Based on the Peer Group

MNP considered a number of employee productivity ratios to gain context on the City of Yorkton's organizational capacity:

- Based on available data, Yorkton appears to have the third largest number of FTEs in the peer group.
- The City is in the middle of the peer group for the number of employees per resident which is reasonable. For this ratio the "higher" the number, the better it is in terms of efficiency. This is because there would be fewer City staff per resident with a higher number.
- Yorkton has the second lowest wages to population ratio which is highly efficient. This is a key measure for efficiency and productivity. For this ratio the "lower" the number, the better it is in terms of efficiency. This is because there is less salary cost per resident in the City.
- Relative to the peer group, Yorkton is at the upper end in terms of the number of Executives, plus Managers and Supervisors.

## Overall Findings

- MNP has observed that the Yorkton's organizational capacity appears effective in terms of size and overall cost relative to the peer group.
- Based on the wage to population ratio, staff capacity appears to be efficient overall providing strong value to taxpayers in Yorkton.
- Although Yorkton has a higher number of Executives, Managers and Supervisors compared to the peer group, these roles are designed to be working leadership roles. As a result, individuals in these roles have hands on responsibilities for implementation and execution. Changing the classification of roles is likely to provide marginal savings and could affect retention of the current experienced individuals in various roles.
- MNP did not have significant suggestions to improve the organizational structure or capacity at the City of Yorkton. The overall design and level of capacity is appropriate based on the size of the community.

## Section 2: Gallagher Centre

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Analyze the management and administration of the Gallagher Centre and complete a comparator financial analysis to identify opportunities to improve the financial sustainability of the Centre including potential opportunities to lower subsidy levels.

# Gallagher Centre Benchmarking

## Approach

- The analysis of the Gallagher Centre displays key findings of prioritized high-value savings and efficiency initiatives discussed and considered during internal comparable analysis and discussion with operating leadership at the City of Yorkton Operations Centre headquarters.
- The findings and discussions were approached as a comparative analysis of operational expenditure data for rural municipalities. Our findings were presented at our in-person meetings and resulted in initiatives to prioritize or to defer.
- The following comparative data rates were collected and assessed based on the City of Yorkton data. These included revenue-to-expenditure ratios, estimated alternative services offered within comparable recreational centers, and compared fee structure for ice times within arenas and leisure center programs and drop-ins.



## Observations

- The Gallagher Centre offers consistent aquatic programming, such as a Lifesaving Society course, fitness programs, and swimming lessons similar to those in other municipalities. The difference is in the cost of passes for the facility; as most aquatic centers have various payment options, Yorkton has fewer options. Improvements made for punch passes and memberships may increase traffic at the Gallagher Center. Another change to be more competitive is modifying the current hours. Having extended winter hours, opening certain days a week earlier, and staying open longer on the weekend could increase revenue.
- The ice surface analysis revealed the Westland Arena is comparable to other municipalities. A consideration to generate more revenue is to charge individuals for public skating. Additionally, we assume there is no ice in the summer months suggesting revenue opportunities to utilize this space for conventions, tradeshow, skills camps, pickle ball tournaments could improve profit margins.
- The Flexihall recreation center does considerably well compared to other municipalities. Yorkton's Flexihall offers more amenities than most but does not remain competitive with its limited hours. Most centers are open longer on weekends, especially in winter. Another opportunity to increase revenue is offering a facility pass that grants access to all the amenities the Gallagher Center offers; this may be attractive for families with children or individuals with active lifestyles.

# Gallagher Center Benchmarking

							
Aquatics	<b>Gallagher Center</b>	<b>Estevan Leisure Center</b>	<b>Bioclean Aquatic Center</b>	<b>Melville Outdoor Swimming Pool</b>	<b>The Battlefords CO-OP Aquatic Centre</b>	<b>Fairview Swimming Pool</b>	
	Lifesaving Society courses & lessons	Lifesaving Society courses & lessons	Lifesaving Society courses & lessons	Lifesaving Society courses & lessons	Lifesaving Society courses & lessons	Lifesaving Society courses & lessons	
	Aquatics programs & private or group rentals	Aquatics programs & private or group rentals	Aquatics programs & private or group rentals		Aquatics programs & private or group rentals	Aquatics programs & private or group rentals	
	Punch-pass of 10, 20, 50 & 100 are available	Drop-in, 10 punch-passes, Monthly, 3 Months, 6 Months, Annual membership	Drop-in, 10 punch-pass, 1 & 4 M memberships, 1 Y memberships	Drop-in rates and Season pass. 8 day pass is also available	Drop-in rates and Yearly passes. 10 & 30 punch passes exist and 1 & 6 month memberships.	Drop-in rates and Yearly (9 months) pass. 10 punch-pass, 3 & 6 month memberships.	
	Drop-in / 100-pass	Drop-in / Annually	Drop-in / Annually	Outdoor pool Rates: Drop-in / Season Pass	Drop-in / Annually	Drop-in / Annually	Warman does not have an indoor or outdoor aquatic facility
	<ul style="list-style-type: none"> <li>Child: \$4.50 / \$40.00</li> <li>Youth: \$5.86 / \$54.00</li> <li>Adult: \$8.11 / \$73.50</li> <li>Combo Pack: \$22.52</li> <li>Mega Pack \$27.03</li> </ul>	<ul style="list-style-type: none"> <li>Child: \$3.50 / \$312</li> <li>Youth: \$5.50 / \$400</li> <li>Adult: \$10.00 / \$506</li> <li>Senior: \$5.50 / \$400</li> <li>Family: \$15.00 / \$1,190.00</li> </ul>	<ul style="list-style-type: none"> <li>Child: \$4.25 / \$208.25</li> <li>Youth: \$5.25 / \$259.25</li> <li>Student: \$6.75 / \$348.50</li> <li>Adult: \$8.50 / \$414.50</li> <li>Senior: \$5.50 / \$268.00</li> </ul>	<ul style="list-style-type: none"> <li>Child: \$7.00 / \$120</li> <li>Adult: \$9.00 / \$170</li> <li>Family: \$25.00 / \$300.00</li> </ul>	<ul style="list-style-type: none"> <li>Child: \$5.25 / \$273.36</li> <li>Student: \$6.25 / \$362.10</li> <li>Adult: \$9.25 / \$538.56</li> <li>Senior: \$6.25 / \$362.10</li> <li>Family: \$21-27 / \$990.42-1,272.96</li> </ul>	<ul style="list-style-type: none"> <li>Preschool: \$5.00 / \$198.99</li> <li>Child: \$5.75 / \$282.67</li> <li>Student: \$7.00 / \$331.55</li> <li>Adult: \$9.25 / \$498.05</li> <li>Combo (family): \$17.75 / \$830.09</li> </ul>	
	Hours of operation: M-W-F 6-8, Tu & Th 9-8, Sat 11-8, Sun 1-5	Hours of operation: M-F 6-10, Sat & Sun 9-9	Hours of operation: M-F 6-9, Sat & Sun 10-8:30	Hours of operation: time may vary due to outdoor circumstances	Hours of operation: 10-8 everyday	Hours of operation: WFSS 8-6, M 8-9, TT 6:30-9	



# Gallagher Center Benchmarking

							
Ice Surfaces	<b>Westland Arena:</b> A multipurpose arena with seating for up to 2,970 people. SJHL arena. Located in the Gallagher Centre.	<b>Affinity Place:</b> A multipurpose entertainment and sports facility, owned and operated by the City. SJHL arena.	<b>Servus Sports Center:</b> Two full sized ice surfaces (Holmes & Rusway Construction) and a speed skating oval. SJHL arena.	<b>Horizon Credit Union Center:</b> 1,524 person seating capacity. SJHL arena.	<b>Access Communications Center:</b> 200 x 85' ice surface. Seating for 2500 spectators. SJHL arena.	<b>InnovationPlex:</b> Recent 2017 ice upgrade. Facility contains 40,000 square feet of space. WHL arena. Also include curling club.	<b>Home Center Communiplex Arena:</b> 100,000 square feet facility. Offers: regulation size arena.
	Kinsmen Arena	Power Dodge Arena	Russ Robertson Arena	Merv Moore Sportsplex	Don Ross Arena	S3Arenas	Warman Diamond Arena
	Yorkton Curling Club	Estevan Civic Auditorium Estevan Curling Club	Centennial Civic Centre Archie Miller Arena Lloydminster Curling Club	Melville Curling Club	Northland Power Curling Centre	Southside Rink Sheldon Kennedy Rink North Hill Rink Highland Rink	
	Westland – SJHL Terriers	Affinity – SJHL Bruins	Servus – AJHL Bobcats	Horizon – SJHL Millionaires	Access – SJHL Stars	Innovation – WLH Broncos	
	Both are open from: August – April	Both are open from: August – May	Open from September – March	Open from July – April	Open from July – April	Open from: August – May	Open from: August – April
	Adult / Youth group rates: \$222.5 / \$ 142.40 an hour	Adult / Youth group rates: \$198 / \$122.50 an hour	Adult / Youth group rates: \$236 / \$154 an hour	Adult / Youth group rates: \$217.95 / \$150.47 an hour	Adult / Youth group rates: \$201.96 / \$156.49 an hour	Adult / Youth group rates: \$183.25 / \$121.00	Adult / Youth group rates: \$245 / \$208
	Public skating: Free	Public skating: Free	Public skating: Free  New Facility – June 27, 2023 Cenovus Energy Hub - Estimates \$93.9 M	Public skating: Free	Public skating: Free	Public skating: \$2 / person or \$5 / family	Public skating: \$4.25 / person or \$10.50 / family



# Gallagher Center Benchmarking

							
Recreation Centre	<b>Gallagher Cente Flexihall</b>	<b>Estevan Leisure Centre</b>	<b>Servus Sports Center</b>	<b>CN Community Centre</b>	<b>InnovationPlex</b>	<b>Innovation Plex</b>	<b>Warman Home Centre Communiplex</b>
	Includes: <ul style="list-style-type: none"><li>• 4 lane walking track</li><li>• Access Comms Water Park</li><li>• National Bank Convention Place</li><li>• Centre Flexihall</li><li>• Meeting and Multipurpose rooms</li><li>• Westland Arena</li><li>• Yorkton Curling Rink</li></ul>	Includes: <ul style="list-style-type: none"><li>• Estevan Aquatics Centre</li><li>• Squash Courts</li><li>• Tennis &amp; Pickle ball</li><li>• Walking track</li><li>• Multi purpose rooms</li></ul>	Includes: <ul style="list-style-type: none"><li>• Fitness track</li><li>• Field House</li><li>• Fitness Centres</li><li>• Skate Park</li><li>• Arenas &amp; Leisure Ice</li><li>• Oval Speedskating</li></ul>	Includes: <ul style="list-style-type: none"><li>• 1524 person seating capacity arena (Horizon Arena)</li><li>• The Royal Drug Mart Cardiac Care &amp; Family Fitness Centre</li><li>• Cornerstone Event Centre</li><li>• The Conference Room</li></ul>	Includes: <ul style="list-style-type: none"><li>• The Dekker Centre for the Performing Arts</li><li>• The Battlefords CO-OP Aquatic Centre</li><li>• NationsWEST Field House</li><li>• Northland Power Curling Centre</li></ul>	Includes: <ul style="list-style-type: none"><li>• Auditorium</li><li>• Meeting rooms</li><li>• Curling floor</li><li>• Ice surfaces</li><li>• Lounge</li><li>• Social Hall</li></ul>	Includes: <ul style="list-style-type: none"><li>• Multipurpose room – 100,000 sq/ft facility</li><li>• Regulation size arena</li><li>• Two multi-sport gyms</li><li>• Multi-purpose rooms and board rooms</li><li>• M-S 8:30 – 9 Public Skating &amp; Shinny, Pickle Ball</li></ul>
	Other Facilities include: <ul style="list-style-type: none"><li>• Gloria Hayden Community Centre</li></ul>	Other facilities include: <ul style="list-style-type: none"><li>• Affinity Place</li><li>• Power Dodge Arena</li><li>• Power Dodge Curling Centre</li></ul>	Other facilities include: <ul style="list-style-type: none"><li>• Arenas: Archie Miller, Centennial Civic Centre, Russ Robertson</li><li>• Bioclean Aquatics</li><li>• Lloydminster Golf &amp; Curling Centre</li></ul>	Other facilities include: <ul style="list-style-type: none"><li>• Melville swimming pool</li><li>• Melville Tennis Courts</li><li>• Merv Moore Sportsplex</li></ul>	Other facilities include: <ul style="list-style-type: none"><li>• Access Communications Centre</li><li>• Don Ross Community Centre &amp; Arena</li></ul>	Other facilities include: <ul style="list-style-type: none"><li>• Fairview Pool</li><li>• Lieutenant Colonel Clifton Centre</li><li>• City Recreation Complex</li><li>• Aquatic Centre</li><li>• S3 Arenas</li><li>• Stockade</li></ul>	Other facilities include: <ul style="list-style-type: none"><li>• Brian King Centre</li></ul>
	Open: M-S open 12 hours, Sun / Stat 12:30-4:30	Open: M-W 6-10, T-F 6-9, Sat 7-9, Sun 9-9	Open: M-F 5:30-10, Sat / Sun 9-9	Open: 7-9:45 (summer) or 7-11:45 (winter)	Open: 10-8 everyday	Open: Hours dependant on event schedule	Open: M-F 8-6, Sat 8-5, closed Sunday
	Facility Pass: n/a	Facility Pass: daily, punch card, 1 & 3 & 6 months, annual	Facility Pass: daily, 10x punch pass, 1 & 4 month membership, annual	Facility Pass: n/a	Facility Pass: n/a	Facility Pass: n/a	Facility Pas: n/a

# Recommendations Overview

## Recommendations: Savings and Efficiency Profiles

### Service Delivery and Operational Efficiencies

- A. Develop a Naming Rights Strategy for the Upcoming Period
- B. Maximize Square Footage and Rent Out the Vacant Facility Space
- C. Re-look at the Pricing Strategy
- D. Increase Revenue Per Visit through Opportunities such as Gift Cards, Arcade and an Indoor playground

### Collaboration and Community Initiatives

- A. Community Partnerships
- B. Program Revitalization

## Top Opportunities for Consideration

- Planning marketing sounding for the Naming Rights strategy should begin now. It takes time to build relationships with potential organizations to venture into this type of partnership. Research in advance will provide the City of Yorkton with a strong foundation in the long term.
- Explore the business case for new investments for children and teenagers at the facility including, but not limited to, the potential to sell gift cards, provide an arcade attraction, and a play structure for younger kids. This could include exploring potential partnerships with private sector suppliers or partners.
- Rent out the available commercial space for a physiotherapy clinic, medical office or other purpose. Consider retaining a Commercial developer to secure a new tenants for all available space.
- Assess non-residential rate definitions: Determine whether citizens living outside of the City of Yorkton boundaries should pay a higher rate to use the Gallagher Centre's amenities.



# Other Considerations

## Aquatics Centre

- Offer 3, 6 and 12 month memberships to the aquatics centre.
- Increase hour of operations: provide time before regular work hours x2 / week and increase hours on Saturday and Sunday. This could strictly apply to winter and regular hours could resume in summer.
- Review rates for the aquatic centre and introduce senior and family rates. Generally, prices are slightly below average for the aquatic centre.

## Ice Surface

- Consider establishing a fee for public skate and family skate.
- Consider uses for the arena over the summer: ball hockey, summer camps, trade shows, event space.
- Market unused space for all types of events (rentable space).

## Recreation Centre

- Assess optimal parking lot scenarios to consider vendors using facility space and those accessing programs as guests
- Focus on preventative maintenance over reactive maintenance practices.
- Focus on community engagement-based sustainable revenue rather than one-time costs for concerts



1A. Naming Rights Strategy		Strategic Focus
		Service Efficiencies Revenue Generation
<b>Description</b> <ul style="list-style-type: none"><li>The Gallagher Center naming relationship is expiring after a successful 20-year period.</li><li>2026 is the expiry of the existing partnership.</li><li>Opportunity for the City of Yorkton to review market changes to naming rights of buildings/spaces. This includes strategic direction, pricing and terms.</li><li>Opportunity to explore securing professional advisory services to best understand the unique value of the property and to maximize revenues from the next naming rights agreement.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Create a 2-year plan with appropriate timing to ensure respect for outgoing “Gallagher Center” and the possible introduction of new partner.</li><li>ii. Consider securing professional advisory services with value, benefit analysis.</li><li>iii. Review best practices, bidding processes. strategic branding and positioning, targeted list of companies, and sponsorship values and packages.</li><li>iv. Build collaborative relationships with prospective sponsors prior to competitive bidding.</li><li>v. Review targeted list of companies for strategic fit.</li><li>vi. Review naming rights agreements expiring shortly, prioritize agreements to renew, scoring criteria for partnerships, etc.</li><li>vii. Update sponsorship values and inventory of naming rights opportunities.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>Understand the fair market value of the facility’s naming rights.</li><li>Maximize naming rights revenues to best support investments in the capital and operations of the facility.</li></ul>	<b>Savings/Efficiencies/Revenues</b> <ul style="list-style-type: none"><li>Opportunity to maximize revenues from the naming rights agreement</li><li>Work with a third-party advisory group to determine appropriate market sounding of preferred vendors. A third part can facilitate a standardized RFP/RFQ process for bi. selection, and appropriate range of savings dollars and any expected investment.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>Time required to select an appropriate advisory group to conduct marketing sounding with a range of potential consultants who specialize in naming rights.</li><li>Identify best practices and key considerations from market sounding to shape an RFP.</li><li>Develop an RFP process to retain a specialized consultant.</li></ul>	<b>Risks/Challenges/Considerations</b> <ul style="list-style-type: none"><li>This is a once in every 10 or 20-year exercise. Consider hiring a professional consultant with direct knowledge and relationships.</li><li>Poor timing could lead to lost opportunities and market delivery</li><li>Strategic relationship development takes more time than anticipated.</li><li>Consider starting now to ensure political, community, market interests are considered.</li></ul>	

# Recommendation 1B: Service Delivery and Operational Efficiencies



<i>1B. Maximize Square Footage and Vacant Facility Space</i>		Strategic Focus
		Revenue Generation Service Efficiencies Process Optimization
<b>Description</b> <ul style="list-style-type: none"><li>• Opportunity to maximize square footage and reduce vacant facility space.</li><li>• Increase utilization of each room, more people throughout the facility during stated hours of operation.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Review cost benefit analysis of spaces with high utilization opportunities.</li><li>ii. Review all space with an understanding of utilization opportunities.</li><li>iii. Review operational metrics of vacant space management and pricing tactics.</li><li>iv. Review pricing model to include cost recovery of building maintenance i.e.: cleaning space after each use i.e.: garbage.</li><li>v. Commission a real estate broker to secure new tenants.</li><li>vi. Create programming to encourage increase customer participation.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>• Build new relationships corporately.</li><li>• Improve bottom line profit margins targets.</li><li>• Create stronger facility usage throughout entire complex.</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>• Securing new tenants supports reoccurring rental revenue.</li><li>• Increased people in the facility support building services.</li><li>• Target approximately \$100,000 - \$200,000 in cost savings based on expecting utilization efficiencies.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>• Securing a broker to fill vacant tenant space is a long-term benefit.</li><li>• Time required to secure contracts with preferred vendors and to determine utilization levels resulting in low vacancy.</li></ul>	<b>Risks/Challenges/Considerations</b> <ul style="list-style-type: none"><li>• Creative thinking of each vacant space.</li><li>• Considerations of traffic patterns and parking as space changes are implemented.</li></ul>	

# Recommendation 1C: Service Delivery and Operational Efficiencies



1C. Pricing Strategy		Strategic Focus
		Revenue Generation Service Efficiencies Process Optimization
<b>Description</b> <ul style="list-style-type: none"><li>Review pricing options to increase revenue and usage of the entire facility with focus on aquatics, ice arenas, meeting rooms, and future new tenants.</li><li>Assess best practices of economizing the usage of specific services or reduce specific service levels.</li><li>Develop a standardized Parks and Recreation User Fee Policy Framework that is reviewed and approved by key operating teams and council.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Review of City Boundaries in consideration of a resident and non-resident strategy.</li><li>ii. Review pricing and consider residents and non-resident pricing strategies.</li><li>iii. Review cost benefit analysis of a pay per user fee structure.</li><li>iv. Conduct cost/benefit analysis of comparable rates (seniors and youth). Determine direct cost drivers and functions.</li><li>v. Compile annual reviews of pricing structure comparisons include registrations, rental groups, daily admission fees.</li><li>vi. Evaluate peak and non-peak times. Pricing adjustments during peak times may capture higher margins, while discounts or promotions during non-peak times can attract customers and boost overall sales.</li><li>vii. Develop a pricing model that supports revenue growth.</li><li>viii. Develop a standardized Parks and Recreation User Fee Policy Framework</li><li>ix. Assess revenue impacts and recommended fee structure changes for service lines offered within the facility including aquatic programs, drop-in programs, facility and sports fields, etc.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>Improve bottom line profit margins.</li><li>Determine the recovery of fixed costs.</li><li>Maximize the utilization of services in house.</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>Create strategies for non-resident vs resident.</li><li>Potential for non-residents to pay for a more proportionate share of their service costs.</li><li>Further assess revenue impacts for services offered (Assess leads and lags for each service based on revenue generation and peak/non-peak utilization).</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>Time required to gather input from council, assess user fee recommended changes, review policy framework, and all operating staff team members.</li></ul>	<b>Risks/Challenges/Considerations</b> <ul style="list-style-type: none"><li>Complaints and pushbacks for any pricing changes are expected to occur with some citizens.</li><li>Do not expect your facility to be cost recovery. Seek to minimize the subsidy amount. Very common for facilities of this nature, especially facilities with good amenities, to require a subsidy.</li><li>Avoid building up a capital or maintenance deficit in the facility if possible.</li></ul>	

		Strategic Focus
<i>1D. Explore New Revenue Opportunities (Gift Cards, Arcade and Indoor Playground)</i>		Revenue Generation Service Efficiencies Process Optimization
<b>Description</b> <ul style="list-style-type: none"><li>• Offer various options to provide added entertainment and services to guests within the Gallagher Center. You have a captive audience in the building.</li><li>• Offer the ability to purchase gift cards for a large number of retailers or restaurants.</li><li>• Offer increased recreation space for children to utilize an indoor playground in an appropriate facility space.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Review overall people traffic to determine best locations.</li><li>ii. Review the self-service (vending machine) distribution of gift cards.</li><li>iii. Ensure gift cards match target audience for purchase.</li><li>iv. Ensure proper processes are in place to manage vending machine, inventory management, tracking and administration that supports revenue growth.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>• Increase the amount of revenue per visit for the facility.</li><li>• Improve opportunities for younger people to participate more at the Gallagher Center.</li><li>• Revenue opportunities for gift card sales with a self-serve option.</li></ul>	<b>Savings/Efficiencies/Revenue</b> <ul style="list-style-type: none"><li>• Increase usage of space within the Gallagher Center.</li><li>• Increase revenue per visit.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>• Further cost and investment details are required. Anticipate 2% of all gift card sales.</li><li>• Internal management time to develop a business case for new amenities or products.</li></ul>	<b>Risks/Challenges/Considerations</b> <ul style="list-style-type: none"><li>• Increases additional people in the Gallagher Center.</li><li>• Considerations include management of people flow and supervision of younger people that may require parent supervision.</li><li>• Proper set up and management of the Vendor machine gift card risk management.</li></ul>	

# Recommendation 2A: Collaboration and Community Initiatives



2A. Community Partnerships		Strategic Focus
		Service Efficiencies Revenue Generation
<b>Description</b> <ul style="list-style-type: none"><li>• Revise, update partnership agreements with the SJHL Terriers to increase value and benefit to both organizations.</li><li>• Increase attendance and utilization of ancillary services.</li><li>• Explore new programming offers for various groups, age ranges and within Yorkton and the trading area.</li><li>• Can be linked to Destination strategy i.e.: Hockey tournaments etc.</li><li>• Consider Corporate and individual sponsorships.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Review lease and facility sharing agreements with the SJHL Terriers.</li><li>ii. Assess contracts with SJHL Terriers regarding revenue sharing for ice time, concession and liquor sales.</li><li>iii. Review and revitalize the ice rental rates for hockey, curling and other guests.<ul style="list-style-type: none"><li>i. Organizations included but not limited to SJHL Terriers, various hockey and skating organizations, curling leagues.</li><li>ii. Review and consider new programming for ice arenas and curling facilities. Consider new programing for all ages, i.e.: school, seniors, tournaments etc.</li></ul></li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>• Build new and increase existing partnerships with the Gallagher Center.</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>• Unknown until clarity of options being considered are evaluated.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>• Investment of time to create and explore new partnerships and enhancement of agreements and facility usage policies.</li></ul>	<b>Risks/Challenges/Considerations</b> <ul style="list-style-type: none"><li>• Consider unique, new and different partnerships.</li><li>• Time to bring to market is unknown.</li></ul>	



# Recommendation 2B: Community Initiatives



2B. Program Revitalization		Strategic Focus
		Revenue Generations Service Efficiencies Process Optimization
<b>Description</b> <ul style="list-style-type: none"><li>Review and update the Aquatics program to increase overall usage by building on existing programming.</li><li>Create destination packages for Gallagher, Retail, Hotel, Entertainment.</li><li>Review and revise existing senior programming.</li><li>Review and revise seasonal programming.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Create marketing communications strategies to increase Aquatics usage.</li><li>ii. Review existing market area destination packages, create new attractive packages, collaborate with the Chamber of Commerce and other organizations as required.</li><li>iii. Connect Senior health and wellness with how the Gallagher Center can actively support senior programming.</li><li>iv. Create partnerships with retail, hotels and entertainment (Casino, Hockey, Concerts) to create a shop and stay with a fitness or sport component.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>Increased visibility to increase tourism activities.</li><li>Increase of utilization of all attractions/events to build tourism, increase participation in activities and spend money in the community.</li><li>Monetize the presence of captive audience utilizing the facility.</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>Manage and control future growth of community involvements and public facing initiatives.</li><li>\$45,000- \$75,000 of reoccurring efficiencies resulting from less vacant spaces and repurposing value-added activities for all staff.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>Investment is required to encourage greater activity in the community.</li><li>Potential cost of hiring a third-party event planning/community engagement specialist who can assist in programming plans, programming delivery, and any other public facing initiatives.</li></ul>	<b>Risks/Challenges/Considerations</b> <ul style="list-style-type: none"><li>Building out destination packages will require creativity, partnerships, special pricing and promotions.</li></ul>	

# Recommendations Savings – Gallagher Centre

Below is a summary of the recommendations, the investment required, and estimated cost savings or efficiencies impacting the Operations Centre. A net cost savings of \$195,000 to \$375,000 could be realized if all recommendations are implemented and targeted savings/efficiencies are achieved. The savings target range is expected to vary based on additional analysis.

Recommendations	Initiative Priority	Estimates or Targets	Potential Cost Savings (Low - High)	Recurring or One-Time
<b>1. Service Delivery and Operational Efficiencies</b> A. Create naming rights strategy B. Maximizing square footage, every square footage is a revenue generator C. Change pricing strategies D. Gift Cards, Arcade and Indoor playground	1 2 3 4	Target Efficiencies Estimate Savings Target Efficiencies Estimate Savings	Further Analysis Required \$100,000 - \$200,000 Further Analysis Required \$50,000 - \$100,000	Reoccurring
<b>2. Collaboration and Community Initiatives</b> A. Community Partnerships B. Program Revitalization	5 6	Target Efficiencies Estimate Savings	Further Analysis Required \$45,000 - \$75,000	Reoccurring
<b>Total Potential Financial Impact Range</b>			<b>\$195,000 - \$375,000</b>	

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<b>2. Collaboration and Community Initiatives</b> A. Community Partnerships B. Program Revitalization	5 6	Target Efficiencies Estimate Savings	Further Analysis Required \$45,000 - \$75,000	Recurring
<b>Total Potential Financial Impact Range</b>			<b>\$195,000 - \$375,000</b>	

# Section 3: Operations Centre

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A review of the Operations Centre leadership and internal operations with a focus on improving collaboration, citizen service, and realizing efficiency savings.

# Operations Centre Benchmarking

## Approach

- The analysis of the Operations Centre displays key findings of prioritized high-value savings and efficiency initiatives discussed and considered during workshops with the leadership at the City of Yorkton Operations Centre.
- The findings and discussions were approached as a comparative analysis of operational expenditure data for other municipalities. Our research was presented at our in-person meetings to inform our workshops.

## Observations

- On page 11, MNP noted that Yorkton has the second highest operational costs for the peer group. Overall, on a total land mass ratio basis though the City is competitive with the peer group.
- Yorkton has the highest fleet expenses in the peer group. The City could improve practices of sharing and selling fleet assets not used for service and maintenance duties (i.e., trucks assigned to managers that work in the office and not in the field).
- Operating expenditures for Yorkton and Lloydminster are between \$28-29 million and most comparable. The larger budget envelopes are related to the land mass for both municipalities is similar and between 36 and 42 kilometers squared.
- Overall, the City of Yorkton appears to be managing its operating expenditures competitively. It is doing well at managing facility usage, tracking accurate inventory and equipment, and tracking exact spending equivalent to the total land mass.
- The City of Yorkton could decrease fleet costs by developing a fleet reduction program. This would include in what circumstances a City truck or light vehicle is not required for the nature of the job, including where a personal vehicle could be use. Reducing the number of fleet vehicles could result in the capital sale of some fleet vehicles and lower the maintenance costs required.



# Recommendations Overview

## Recommendations: Savings and Efficiency Profiles

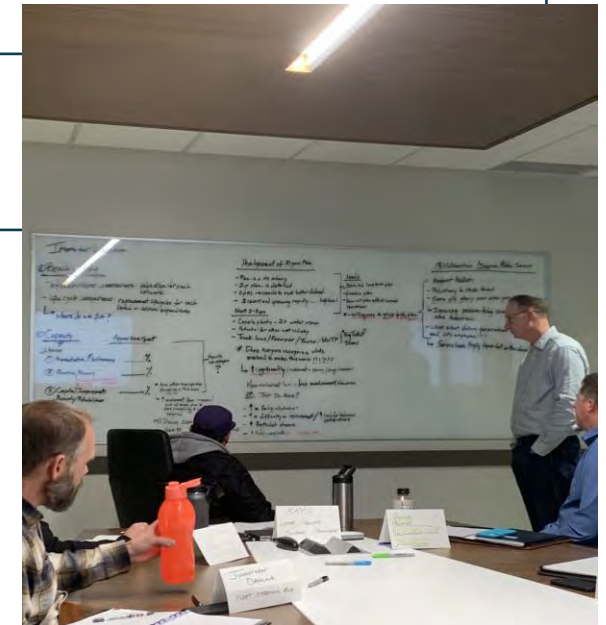
### 1. Service Delivery and Operational Efficiencies

- A. Review and reduce non-mandatory service levels. Assess impacts of service levels and adjust delivery methods accordingly.
- B. Redefine internal fleet management practices.
- C. Maintain a 10-year (or longer) asset management plans. This will evaluate preventative maintenance strategies, identify funding gaps, asset replacement and assess disposal.
- D. Explore 10-hour shifts over 4 days.
- E. Monitor and adapt energy usage and consumption practices. Assess facilities that require maximum power and those can lower per consumption over time.
- F. Assess dust control practices, millings and roadway efficiencies.
- G. Inventory management business processes.

### 2. Resource Management and Collaboration Practices

- A. Standardize training program and certification offerings.

Photo of MNP and City of Yorkton Workshop at the Operations Centre



		Strategic Focus
A. Review and Reduce Non-Mandatory Service Levels (where appropriate)		Service Efficiencies Organizational Effectiveness Process Optimization
<b>Description:</b> <ul style="list-style-type: none"><li>Re-evaluate service levels to determine if they are mandatory or required</li><li>In some cases, municipalities will have service levels that lead to costs that deliver related value to citizens and the community</li><li>Explore specific opportunities to reduce costs (i.e. tar maintenance, snow removal, grass cutting).</li><li>Assess operational scheduling and review prioritized services that require real time tracking and verifying. This impacts snow cleaning and grass cutting schedules.</li><li>Identify potential areas to adjust service levels and reduce costs.</li><li>Explore having organized sports groups prep fields including painting lines and other activities to lower staffing costs.</li><li>There is the opportunity explore the use of volunteers in the community for flower bed planting and maintenance, garbage pick-up and other areas.</li></ul>	<b>Activities:</b> <ul style="list-style-type: none"><li>Identify options for reducing or modifying service levels, including:</li><li>Continue building on the options list to adjust service levels and conduct review options.</li><li>Prioritize the list of options based on the impact to residents, ease of implementation, and estimated cost savings.</li><li>Implement the prioritized options, monitor and adjust.</li></ul>	
<b>Benefits/Outcomes:</b> <ul style="list-style-type: none"><li>Adjusting service levels may reduce workload for staff, alleviating staff burnout and heavy workloads.</li><li>Could provide the ability to reallocate staff time to other priorities.</li></ul>	<b>Savings/Efficiencies:</b> <ul style="list-style-type: none"><li>Lowering the level of service would reduce the resources required to deliver services which will ultimately result in cost savings.</li><li>Target reoccurring cost savings and/or efficiencies of \$100,000-\$300,000 recurring annually.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>Time required to review options, prioritize service levels, and implement changes across departments.</li><li>Monitor and manage going forward.</li></ul>	<b>Risks/Challenges/Considerations:</b> <ul style="list-style-type: none"><li>There is a risk that residents will not be happy with lower service levels and will vocalize concerns to Council.</li><li>Consider joint contracts with other nearby rural municipalities (Melville) regarding pipe fitting and realigning.</li></ul>	

<i>B. Internal Fleet Management Practices</i>		Strategic Focus
		Service Efficiencies Organizational Effectiveness Process Optimization
<p><b>Description:</b></p> <ul style="list-style-type: none"><li>Assess the opportunity reduce the number of fleet vehicles at the City.</li><li>Determine the number of light trucks for example that could be reduced in the fleet.</li><li>This includes considering what fleet remain in house, what fleet be contracted, and what can be sold or shared to nearby rural municipalities.</li><li>Simplify and standardize equipment that can be used for other departments (i.e. airport snowplows used for public parks and parks/recreation departments).</li><li>Have fleet be responsible for maintaining and servicing non-fleet related equipment for efficiency.</li><li>Assess the potential for staff to be reimbursed for the use of their own vehicles instead of using a light truck that has no functional purpose for completing categories of service.</li></ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"><li>Analyze fleet asset utilization statistics and the purpose of use</li><li>Identify potential surplus assets</li><li>Confirm and validate assets that would be in a surplus position</li><li>Identify alternative strategies including use of personal vehicles</li><li>List and sell surplus assets</li></ul>	
<p><b>Benefits/Outcomes:</b></p> <ul style="list-style-type: none"><li>Reduce the number of fleet assets which can generate one-time proceeds from asset sales</li><li>Lower maintenance costs</li><li>Fewer overtime hours for maintenance staff.</li><li>Lower gas expenditures, less deterioration of vehicles.</li></ul>	<p><b>Savings/Efficiencies:</b></p> <ul style="list-style-type: none"><li>Improved preventative maintenance (rather than reactive maintenance) results in potential future reoccurring savings.</li><li>Increased sharing of resources could eventually result in fewer vehicle and equipment required.</li><li>Target \$300,000 to \$400,000 in one-time cost savings from selling various fleet and surplus trucks.</li><li>Target \$25,000 to \$50,000 in recurring maintenance savings per year from selling surplus assets which are anticipated to be older assets in the portfolio.</li><li>Target \$25,000 to \$50,000 in recurring maintenance savings by having the Fleet Department maintain non-Fleet Department assets and equipment for other Departments at the City</li><li>Additional analysis will be required to determine appropriate number of fleet to be sold and the selling value of each.</li></ul>	
<p><b>Costs/Investments</b></p> <ul style="list-style-type: none"><li>Internal planning and analysis to be completed to determine the number of vehicles and which specific vehicles that could be reduced.</li><li>Potential to pay or reimburse staff for the use of their own vehicles.</li></ul>	<p><b>Risks/Challenges/Considerations:</b></p> <ul style="list-style-type: none"><li>Challenges could arise when prioritizing each departments use of the assets (i.e., each department will believe their use should be prioritized).</li><li>Decide which manager would still benefit from using a light vehicles and which employees could use their own registered vehicles to complete their daily work.</li><li>Insurance and liability considerations for staff to use their own vehicles.</li></ul>	



<i>C. Maintain Long-Term Asset Management Plans</i>		Strategic Focus
		Service Delivery Efficiencies Organizational Effectiveness
<b>Description</b> <ul style="list-style-type: none"><li>• Develop and/or maintain comprehensive asset management plan for capital assets</li><li>• Assess priorities of all capital assets through a review of operating expenditures, value of tangible assets, and useful life of all assets.</li><li>• Ensure the overall best value for ratepayers by making asset management and maintenance decisions based on long-term value and with a focus to maximize useful life.</li><li>• There as a high level of commitment and buy-in from the Operations Centre leadership team for this type of investment. There is considerable thought and planning that has been started in this area.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. Each operations department identifies existing asset management plans and priority areas for new asset management plans.</li><li>ii. Develop asset management plans based on current condition and forecasted maintenance and replacement.</li><li>iii. Develop a global summary of current and future asset obligations.</li><li>iv. Work with Finance to develop a long-term financial plan to proactively manage the City’s assets.</li><li>v. Present analysis to Council for input and feedback.</li><li>vi. Utilize the asset management financial plan as a key resource in the annual budget decision process.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>• Provide fact-based information to Council and Administration to make budget decisions.</li><li>• Provide the ability to make comparative decisions on where to optimally invest capital and maintenance dollars.</li><li>• Over the long-term lower capital costs and maintenance costs for the community.</li><li>• Support greater collaborative planning across the Operations Centre management team.</li><li>• Provide the ability to make improved strategic choices for the Operations Centre management team.</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>• Additional analysis will be required to quantify levels of investment and future savings.</li><li>• An initial estimate of \$300,000 to \$500,000 per year over the long-term.</li><li>• It is not anticipated that there are any short-term savings from asset management plans, however there are opportunities for significant long-term savings</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>• Anticipate it will require consulting fees for engineering firms to complete asset condition assessments and forecasted maintenance and asset replacement projections.</li><li>• Staff time to support planning and analysis.</li></ul>	<b>Risks/Challenges</b> <ul style="list-style-type: none"><li>• Some communities will make short-term decisions to lower capital expenditures in order to keep the mill rate lower in the short-term.</li><li>• In order to receive the value from asset management plans, a Council needs to be strategic and long-term focused in its thinking.</li></ul>	

<i>D. Explore 10-hour Shifts Over 4 Days</i>		Strategic Focus
		Service Delivery Efficiencies Organizational Effectiveness
<b>Description</b> <ul style="list-style-type: none"><li>Various municipalities have explored adjusting work schedules for specific roles that would include 10-hour shifts over 4 days, versus a traditional 8-hour shift over 5 days</li><li>Not all roles in a municipality would be suited to a 10 over 4 schedule.</li><li>Roles that are citizen service facing that required a consistent level of service and capacity may not be well suited. Specific administrative roles may also not be well suited.</li><li>Employees would receive a 3-day weekend each week providing the opportunity for better work life balance</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. HR to complete an analysis of the practical implications of a 10 over 4 schedule for the City of Yorkton with input from other managers.</li><li>ii. Complete an initial assessment of what roles in the organization might qualify or be suitable for a 10 over 4 schedule. Assess the potential implications for service levels and citizen service.</li><li>iii. Present a summary report back to the Senior Management team.</li><li>iv. Based on the recommendation of the report and decision of the Senior Management team, consider surveying potential staff who may qualify to understand their level of interest and the potential implications and considerations.</li><li>v. Further assess which direction to proceed as appropriate based on research and planning.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>According to research, some employers have found up to a 40% improvement in productivity by changing to a 10 over 4 schedule.</li><li>Employers report greater productivity because employees have more focused time assigned to productive work during the day.</li><li>HR advisory firm Robert Half indicated in January 2023 survey report that 75% of employees were interested in considering a 10 over 4 schedule, while 91% of managers were open to considering.</li><li>According to Robert Half, "Giving people the autonomy to create their own schedule demonstrates a level of trust and that has shown to really boost morale and productivity".</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>Research indicates that overall productivity could increase by up to 40%.</li><li>If we assume that 40% of City employees may qualify and there was a 20% increase in productivity, the potential savings could be calculated as follows:<ul style="list-style-type: none"><li>\$14,842,902 (total labour cost) x 40% who may qualify x 20% increase in productivity = \$1,187,432.</li></ul></li><li>The total potential productivity gain for the City is estimated at potentially \$1.2 million.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>Additional analysis by the City's HR department</li><li>Consultation with the City of Regina and other municipalities who have made the transition</li></ul>	<b>Risks/Challenges</b> <ul style="list-style-type: none"><li>There may be challenges with internal equity and culture between those individuals who qualify and don't qualify for the adjusted schedule</li><li>Such a change would likely need to be addressed through the labour relations process and negotiated in the future.</li></ul>	

<i>E. Energy Consumption Practice Improvements</i>		Strategic Focus
		Service Efficiencies Organizational Effectiveness Process Optimization
<b>Description:</b> <ul style="list-style-type: none"><li>• Monitor energy and utility usage of various city owned facilities.</li><li>• We are aware from the workshops that a variety of work has already been completed in this space.</li><li>• Opportunity to achieve greater energy efficiency and demonstrate leadership on sustainability in the community.</li></ul>	<b>Activities:</b> <ul style="list-style-type: none"><li>i. Identify a list of city facilities in which energy and utility monitoring has not been completed or facilities in which it has been an extended period since they were monitored.</li><li>ii. Develop a list of facilities and timelines to complete assessments.</li><li>iii. Retain support of an external consultant to complete energy and utility assessments.</li><li>iv. Implement the results of the consultant’s report as appropriate and practical.</li></ul>	
<b>Benefits/Outcomes:</b> <ul style="list-style-type: none"><li>• Measure efficiency KPIs and ongoing energy tracking results.</li><li>• Assess accurate performance of all facilities. This includes increasing the lifespan of energy equipment by maintaining and turning off equipment when not required.</li><li>• Improve the City of Yorkton branding and social leadership by complying and aligning with ESG (Environmental, Social, Governmental) standards.</li></ul>	<b>Savings/Efficiencies:</b> <ul style="list-style-type: none"><li>• Potential reduction of energy and utility operating costs associated maintenance, engineering and asset management, and or production costs when using or maintain operating equipment.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>• Staff’s time to implement changes.</li><li>• Operations managers’ time to review consumption and production levels and ensure data received is useful to streamline energy management practices.</li><li>• Acquiring the services of an external energy consultant.</li></ul>	<b>Risks/Challenges/Considerations:</b> <ul style="list-style-type: none"><li>• One risk is that time is invested into additional areas of analysis does not produce a positive return on investment for the consultant costs and any upgrades.</li><li>• Propose using your previous experience and reports as context to assess whether there is likely to be a positive return on investment.</li></ul>	

<i>F. Dust Control Milling Practices and Roadway Efficiencies</i>		Strategic Focus
		Service Efficiencies Organizational Effectiveness Process Optimization
<b>Description:</b> <ul style="list-style-type: none"><li>Recycling unused asphalt into millings is reportedly safer than producing a new batch of asphalt and can be an effective option for low volume roads that are not winding. Millings are pressed into a flat surface that is less costly than a traditional asphalt road.</li><li>Review current dust control and processes for roadways including those on the perimeter of the City.</li><li>Further assess opportunity to use asphalt millings in a working session with key operations managers.</li><li>Identify how millings can be implemented, testing protocols, rollout plans, and other preparatory activities.</li></ul>	<b>Activities:</b> <ul style="list-style-type: none"><li>i. Identify a set of current roadways that could qualify for the use of millings.</li><li>ii. Verify ways in which a third party can be helpful in manufacturing or applying millings.</li><li>iii. Identify projects in which to pilot millings.</li><li>iv. Based on the results of the pilot program, expand the use of millings where practical and appropriate in the City.</li></ul>	
<b>Benefits/Outcomes:</b> <ul style="list-style-type: none"><li>Extend useful life of roads with hardened milling surfaces that last overtime.</li><li>Reduce inspection roadway schedules on roads that obtain milling installations.</li><li>Less labour and construction costs for asphalt milling road paving over traditional road paving techniques.</li><li>Limit overall maintenance costs as asphalts do not require resurfacing, replacement or refurbishing. Once millings are applied to ground surfaces, they can harden which extends the useful life of millings on low volume roads.</li></ul>	<b>Savings/Efficiencies:</b> <ul style="list-style-type: none"><li>Potential reduction of operating costs associated with maintaining, and inspections when dust can be fully contained with the use of millings.</li><li>As millings are made of recycled asphalt pavement materials, the cost is lower compared to new materials using crushed asphalt.</li><li>Based on research, asphalt millings cost on average approximately 25% of the cost of traditional asphalt.</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>Staff time required to conduct analysis.</li><li>Add specialized milling training for equipment if millings are applied internally.</li><li>Implement standards for using millings.</li></ul>	<b>Risks/Challenges/Considerations:</b> <ul style="list-style-type: none"><li>Ensure buy in from key operations teams and determining who will have time available to test product, run a road pavement installation, and reporting on key findings.</li><li>Determine a business case and return on investment calculation to determine who should produce and install the millings.</li></ul>	

<i>G. Inventory Management Business Process</i>		Strategic Focus
		Process Optimization Service Delivery Efficiencies Organizational Effectiveness
<b>Description:</b> <ul style="list-style-type: none"><li>• We understand from our workshop that improvements were made to inventory management with the relocation to the Operations Centre.</li><li>• Identify opportunities for more advanced inventory management capabilities: including assessing work order management, client contract document storage and inventory control requirements.</li><li>• Understanding the detailed business processes of each department would help to identify the optimal use of current technologies to maximize benefits received from inventory management.</li></ul>	<b>Activities:</b> <ul style="list-style-type: none"><li>i. Explore options to develop a more advanced inventory management system.</li><li>ii. Engage a third party for implementation and/or execution to improve productivity and delivery direct savings.</li><li>iii. Conduct process mapping and facilitation exercise to determine efficiencies within processes outlined above, including any key technological advancements or future technology investments required.</li><li>iv. Determine future state requirement and initiatives.</li><li>v. Assess a detailed plan or roadmap with key activities, ownership responsibilities, and performance metrics.</li><li>vi. Align business requirements with service delivery and process optimization standards. Determine if any technology systems not implemented currently are required.</li></ul>	
<b>Benefits/Outcomes:</b> <ul style="list-style-type: none"><li>• Staff will have more time to spend on value-added activities.</li><li>• Increase collaboration to share KPIs, employee onboarding and performance reports, and client contracts in a centralized location that can be shared across teams.</li><li>• Supports the elimination of manual, paper-based processes. This may include the inventory control process, records management, (connecting documents to client tiles), work order collection, customer service, online application processes, among others.</li><li>• Staff will have more time to spend on value-added activities with less manual and administrative tasks.</li><li>• Minimize the amount of inventory on-hand and limit the number of inventory items that are not utilized.</li></ul>	<b>Savings/Efficiencies:</b> <ul style="list-style-type: none"><li>• Target \$50,000- \$150,000 of recurring efficiencies resulting from less staff hours that could be repurposed to value added activities.</li><li>• Reduce overall order and replenish costs (i.e.) administrative and transportation costs.</li><li>• Limit administrative costs to review consistency of data, manual enter changes to documents and review quality assurance checks across multiple team members. This can occur through workflow automations and integrations across current systems.</li></ul>	
<b>Costs/Investments:</b> <ul style="list-style-type: none"><li>• \$50,000- \$70,000 for a third party to conduct the business process review.</li><li>• A potential and unknown investment if new technology systems are required.</li></ul>	<b>Risks/Challenges/Considerations:</b> <ul style="list-style-type: none"><li>• Business process review, specifically process maps require significant time and staff may not have capacity.</li></ul>	

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		Process Optimization Service Delivery Efficiencies Organizational Effectiveness
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<i>A. Training Program and Certification Offerings</i>		Strategic Focus
		Organizational Effectiveness
<b>Description</b> <ul style="list-style-type: none"><li>• Collaborate with all operating teams to determine skill gaps used to develop training plans.</li><li>• Engage with staff to showcase equipment training for users and determine which specificized certificate programs are required for each department.</li><li>• Collaborate with managers to determine required career advancement skills for summer students, and how to attract students back to work at the City through structured programs.</li><li>• Determine opportunities increase retention for summer student term positions.</li></ul>	<b>Activities</b> <ul style="list-style-type: none"><li>i. HR and department leads to identify specific training and certification opportunities that can improve quality, efficiency and cross training.</li><li>ii. Develop a training program based on efficiency and quality for staff and students, including equipment certification components. .</li><li>iii. Develop documentation for training materials and guides that staff can use throughout the year.</li><li>iv. Provide hands-on training sessions for staff.</li></ul>	
<b>Benefits/Outcomes</b> <ul style="list-style-type: none"><li>• Improve the skillsets of City staff and cross training to enhance the quality and efficiency of work performance and citizen service.</li><li>• Increase staff retention and morale – more opportunities for employees to advance their career.</li><li>• Ensure certificates and training are developed within staff-based learning plans to increase employee motivation and goal setting practices.</li></ul>	<b>Savings/Efficiencies</b> <ul style="list-style-type: none"><li>• Target \$50,000 to \$100,000 of recurring efficiencies from increase competencies following foundation training practices.</li><li>• Certificate and goal setting for summer student training programs can increase returning students. This can limit the cost of developing training materials and time required onboarding new staff.</li><li>• Indirect cost savings associated with attracting and retaining summer students and employees utilized skill learned through certification programs .</li></ul>	
<b>Costs/Investments</b> <ul style="list-style-type: none"><li>• Staff time to implementation certification and training programs.</li><li>• Consider \$30,000-\$50,000 to conduct training, develop certifications and facilitation conducted by a third party.</li></ul>	<b>Risks/Challenges/ Considerations</b> <ul style="list-style-type: none"><li>• Ensure training and staff retention strategies are consideration with current labour collective agreements with the Union.</li><li>• Training documentation gaps are expected through the reliance on person-to-person knowledge transfer activities.</li><li>• Staff may have challenges with equipment and time required to learn how to use and operate may vary across all employees.</li><li>• Summer students may require more assistance with applying the training to their roles. This may lead to increased administrative costs and additional management oversight.</li></ul>	

# Recommendations Savings – Operations Centre



Below is a summary of the recommendations, the investment required, and estimated cost savings or efficiencies impacting the Operations Centre. A net cost savings of \$410,000 to \$1,040,000 could be realized if all recommendations are implemented and targeted savings/efficiencies are achieved. The savings target range is expected to vary based on additional analysis.

Recommendations	Initiative Priority	Estimates or Targets	Potential Cost Savings (Low - High)	Recurring or One - Time
<b>1. Service Delivery and Operational Efficiencies – Operations Centre</b> A. Review and reduce non-mandatory service levels. Assess impacts of service levels and adjust delivery methods accordingly. B. Redefine internal fleet management practices. C. Maintain a 10-year (or longer) asset management plans. This will evaluate preventative maintenance strategies, identify funding gaps, asset replacement and assess disposal. D. Explore 10-hour shifts over 4 days. E. Monitor and adapt energy usage and consumption practices. Assess facilities that require maximum power and those can lower per consumption over time. F. Assess dust control practices, millings and roadway efficiencies. G. Inventory management business processes.	1   2 3  4  5  6 7	Estimate Savings  Estimate Savings Estimate Savings  Target Efficiencies  Target Efficiencies  Estimate Savings Estimate Savings	\$100,000 - \$300,000  \$350,000 to \$500,000 \$300,000 to \$500,000  \$1 million to \$1.2 million  Further Analysis Required  Further Analysis Required \$50,000 - \$100,000	Reoccurring   Both Recurring  Recurring  Recurring
<b>2. Resource Management and Collaboration Practices - Operations Centre</b> A. Standardize Training Program and Certification Offerings.	8	Estimate Savings	\$25,000 - \$75,000	Reoccurring
<b>Total Potential Financial Impact Range</b>			<b>\$1,825,000 to \$2,675,000</b>	



# Other Considerations

After further review and consideration of findings from reviews in other municipalities, MNP identified some additional areas for consideration. These considerations are not considered high priority, but are worthy for additional attention by the City:

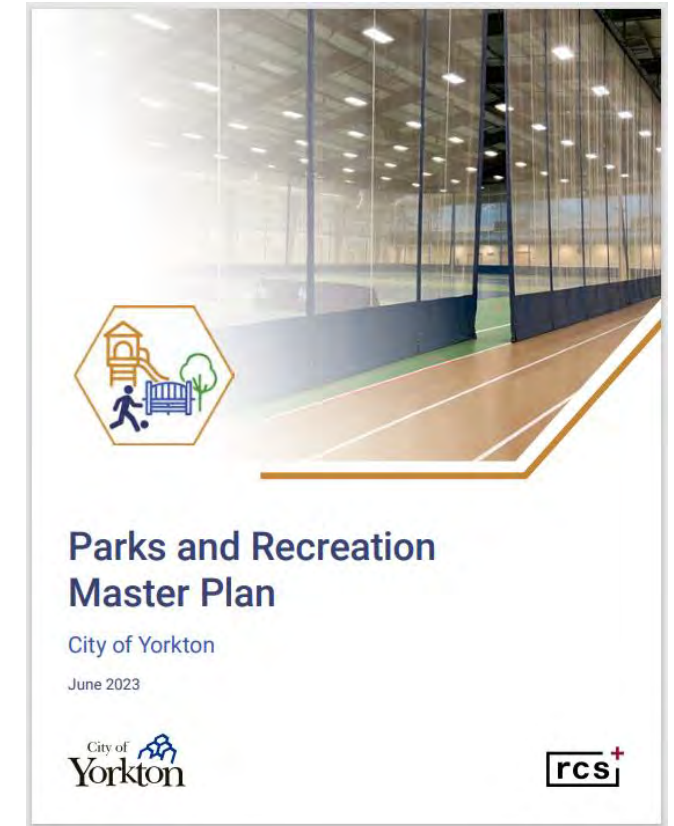
- ✓ Consider a snow removal motion analysis. This includes documenting all snow removal routes and categorizing routes from least to most priority. The City can assign disruption costs based on the disruption of transportation occurring every hour if streets are not cleared. Determine transportation disruption trends occurring each week (holidays, weekdays, etc). Optimization analysis can then determine favorable disruption costs when minimizing the level of equipment operators to remove snow.
- ✓ Assess workload balancing methods within teams at the Operations Centre. This includes balancing operating tasks evenly across teams to limit employee burnout and enhance team-based productivity.
- ✓ Review idling policies to limit fleet vehicles idling for extended periods that can increase fuel and maintenance costs.
- ✓ Increase document collaboration and sharing techniques using a documentation management application (i.e. Microsoft 365: SharePoint).



# Additional Insights and Considerations

Additional initiatives resulting from The City of Yorkton Parks and Recreation Master Plan (2023). Several initial opportunities were identified which are already being addressed by City of Yorkton, including the following:

- ✓ A program evaluation tool to determine the possibility of a recreational facility expansion or the implementation of new facilities.
- ✓ Utilize Parks Classification Guidelines Policy to review outdoor space investments, parks experience planning, and park usage practices.
- ✓ Implement Diversity and Inclusion Practices. Include programs to address financial assistance, language barriers, disabilities, and Indigenous inclusion practices.
- ✓ Include community participation with public surveys, communication method audits, promotional strategies and work with local agencies to increase population outreach results.
- ✓ Prioritize capital investment through needs assessment and amenity reviews.



# Section 4: Procurement

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Focus on policies, processes and practices for procurements in the \$5,000 to \$100,000 range to assess whether taxpayer interest and overall best value are being achieved.

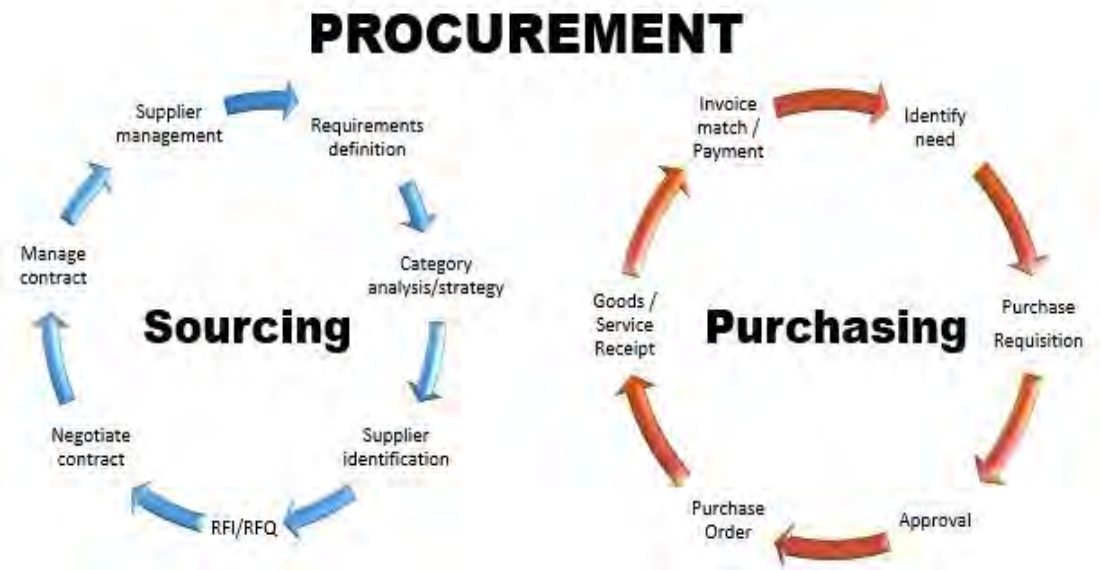
# Procurement

MNP reviewed the City of Yorkton's Procurement Purchasing Policies and determined that the policies are designed to achieve the following:

- Fair, open, transparent and a competitive processes;
- Establish clear purchasing authorities, spending limits and approval requirements;
- Outline competitive process where applicable by policy and adhere to trade agreements, including:
  - New West Partnership Trade Agreement; and
  - Canadian Free Trade Agreement.

MNP also observed that the City of Yorkton has a comprehensive set of procurement tools to:

- Balance cost and overall best value;
- Be mindful to Corporate Social Responsibility; and
- Continue with Risk Management protocols.



# Procurement Practices

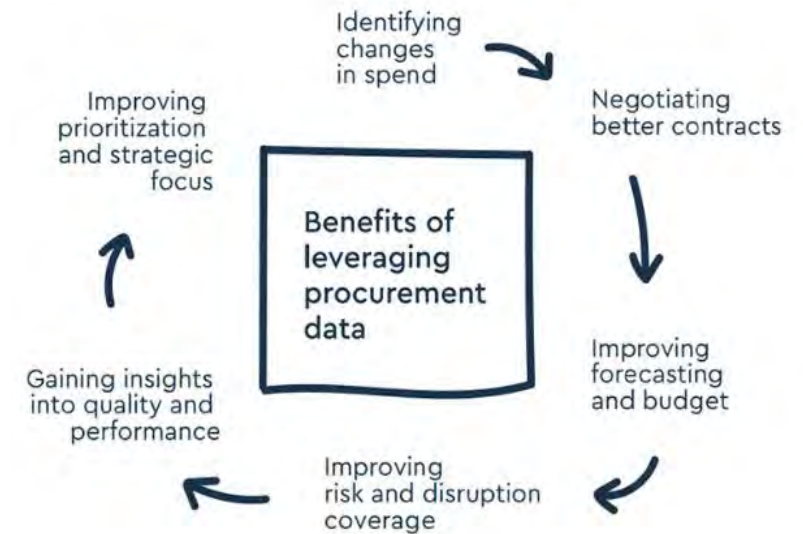
## Goals of Effective Procurement Practices

Under trade thresholds for Goods and Services

- Achieve Best Value
  - With a cost savings lens
- Support and focus on Local with balancing best price and local businesses
- Negotiate preferred pricing when available
- Review Procurement Policy and implement improvements
- Continue with Best practices
  - good quality and quantity
- Create a regular process review of how you collecting, cleansing, classifying and analysing data procurement data
- Review under trade thresholds purchases annually
- Review List of Exemptions within the procurement policy to simplify work




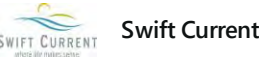
The City of Yorkton is operating with a focus on ensuring the best interests of taxpayers' dollars and achieving an overall best value.

### The cycle of opportunities from leveraging procurement data analytics





# Procurement Policies Comparisons

Geographic Name	Acquisition of Goods, Services and Construction Thresholds	Sole Source	Local Supplier Preference	Exclusions
	<p>Goods: Over \$75,000 Services: Over \$75,000 Construction: Over \$200,000</p>	<p>Purchases under \$7,500 Sole Source exceptions include circumstances where City may purchase goods and services (G&amp;S) regardless of Acquisition Value, including:</p> <ul style="list-style-type: none"> <li>• One vendor, no reasonable alternatives exist</li> <li>• Unforeseeable emergency situation exists</li> <li>• Additional G&amp;S by existing vendor and a vendor change is not possible</li> <li>• Acquisition from another municipality, Province or Federal Government, school/library board, Crown Corp,</li> <li>• Good Purchases on commodity market</li> <li>• Matters of confidentiality</li> <li>• No compliant bid/proposal received under open solicitation</li> <li>• G&amp;S falls within a sole source exception via applicable trade agreement</li> </ul>	<p>No local supplier preference noted</p>	<ul style="list-style-type: none"> <li>• Purchases or leases of land owned by third party companies, licenses or lease agreements, or sales of land owned by the City</li> <li>• Fees and expenses for training workshops</li> <li>• Any third-party consulting, software maintenance, legal, insurance or auditing services</li> <li>• Annual charges to other government agencies</li> <li>• Any membership or associations fees</li> <li>• Compensation and employee insurance payroll deductions</li> <li>• Utility service purchases that are electrical,</li> </ul>
	<p>Goods: Between \$10,000 - \$75,000 Construction: Between \$25,000 - \$200,000</p>	<ul style="list-style-type: none"> <li>• There is only 1 available supplier of the G/S that meets the city needs</li> <li>• No alternative or substitutions exist</li> <li>• Procurement aligns with the exceptions under the applicable trade agreement</li> <li>• Situation of urgency exists or G&amp;S is &gt; \$10,000</li> </ul>	<p>No local supplier preference noted</p>	<p>No exclusions noted</p>
	<p>Local purchase (unless on resident cost is less 10% less than resident business with tax included: Under \$5,000 Three written quotations from qualified suppliers: \$5,001 - \$10,000 Includes RFQ, RFP and public tender acquisition options approved by Departmental Manager: \$10,001 - \$50,000 Includes Public tender and RFP acquisition options approved by the Department Manager: Greater than \$50,000</p>	<ul style="list-style-type: none"> <li>• When one known supplier capable of supplying the required goods or services to meet the City's demands</li> <li>• When there is no know response for competitive processes (RFP, RFQ, etc.)</li> <li>• Preserve exclusive rights to specialized and manufactured products</li> <li>• When goods and services are required to maintain equipment assets within operational processes</li> <li>• When goods and services are in short supply due to market conditions</li> <li>• When items or purchases for resale for custom work</li> <li>• When a rental or lease agreement is exercised</li> <li>• Emergency purchases</li> </ul>	<p>Under \$5,000 purchase locally unless non-resident business cost is 10% less than resident business, tax included</p>	<ul style="list-style-type: none"> <li>• Utility contracts,</li> <li>• Contract related to employee compensation, reimbursement, training and education</li> <li>• Entertainment services</li> </ul>
	<p>Trade purchases for goods and services: Above \$75,000 Construction work: Above \$200,000 Written quotation contracts: Between \$10,001 - \$75,000, contracts less than \$10,000 approved by a Manager of Purchasing, construction work contracts under \$200,000</p>	<p>When contract is less than \$50,000 and deemed to be in the best interest of the City or is approved by Council.</p>	<p>Preference for local supplier Up to \$50,000 – within 10% of the lowest \$50,001- \$75,000 – within 5% of the lowest</p>	<ul style="list-style-type: none"> <li>• Investments and benefits</li> <li>• Insurance and WCB premiums</li> <li>• Permits and license fees</li> <li>• Land sales and land purchase contracts</li> <li>• Freight charges</li> <li>• Joint venture payments</li> <li>• Memberships, subscriptions and publications</li> <li>• Event and performance (concert) fees</li> <li>• Contracts including corporate agreements, utility contracts (telephone, power), employee, compensation, and training components.</li> </ul>

# Procurement Purchasing Review

## Authorization Comparables

Yorkton	Melville	Lloydminster	Swift Current
<p>City Manager: Operating – Up to 50,000 above budget Capital – up to 100,000 above budget</p> <p>Directors: Operation up to 75,000 Capital up to 100,000</p> <p>City Council: Exceeds \$350,000 Not within the City current approved annual operating or capital budgets</p>	<p>0 – 25,000 – Department Manager 25,000 – 150,000 – City Manager Over 150,000 Council by Resolution</p>	<p>Supervisor: less than \$50,000 Managers: \$50,000 Directors: \$75,000 City Clerk, CFO: \$100,000 City Manager: \$200,000 Council: greater than \$200,000</p> <p><b>Sole Source</b> Council: \$50,000 &amp; over City Manager: \$25,001- \$49,999 City Clerk: \$10,000- 25,000</p>	<p>General Manager or Designate: &lt; \$10,000 Directors or Managers \$10,001 - \$25,000 General Managers:\$25,001 - \$50,000 CAO or CFO \$50,001 - \$100,000 City Council: &gt;\$100,000</p>

# Procurement Purchasing Review



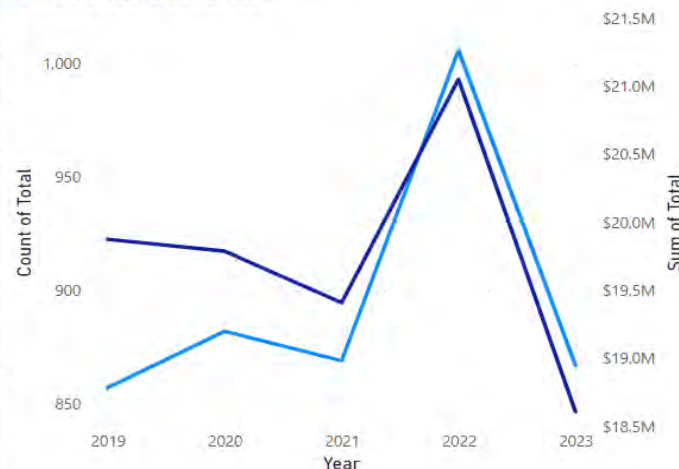
## Accounts Payable Analytics

### PURCHASE COUNTS FOR EACH YEAR

	Count	Sum of Total
2019	857	\$19,876,472.41
2020	882	\$19,789,156.07
2021	869	\$19,409,483.68
2022	1006	\$21,051,582.21
2023	867	\$18,608,752.69

Count of Total and Sum of Total by Year

● Count of Total ● Sum of Total



MNP reviewed all procurements with a value of \$5,000 to \$100,000 over five years using a data analytics tool.

- The number of procurements were relatively consistent year over year.
- The total dollar value of procurements were relatively consistent as well year over year for the periods.
- MNP revised the largest suppliers in each of the years.

Based on the data reviewed by MNP, there were no concerning patterns or issues that were identified.



# Procurement Recommendations

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While the City of Yorkton's procurement model appears effective, there are some considerations that can be explored within the Procurement Policy:

- Establish Standing Offer Lists with pre-qualified suppliers in specific categories to streamline procurement, ensure quality suppliers and potentially support local suppliers.
- Explore the creation of a local procurement strategy.
- Provide additional clarity to the sole sourcing procurement policy.
- Further review and explore group buying opportunities with SUMA Assure/Kinetic, including with large infrastructure projects and public works.
- Continue to support the City Manager and Finance Department to monitor and identify potential conflicts of interest.
- Review vendor and contract management practices to ensure that suppliers are delivering best value and contracted results.

# Linkages to the Digital Report

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Reference and align with key themes related to the IT Organizational Assessment report completed by MNP Digital for the City of Yorkton in May of 2022.

# IT Organizational Assessment Comparison

In May of 2022, MNP conducted an IT Organizational Assessment Strategy with the City of Yorkton. This includes findings support operational efficiencies and enhance process and people-based capabilities. The following initiatives are those that MNP recommended the City of Yorkton to execute based on the following strategic focus themes: service efficiencies, process optimizations, and organizational effectiveness.

## Financials and Budget Initiative:

- Standardize governance through agreements of financing and funding options for IT investments.
- Have enhanced oversight of financial decisions approved within annual budget reviews.
- Review technology funding alternatives through a cost-and-benefit analysis of available options.
- Include benchmarking of funding options to enhance financial decision-making practices.

## Resource and Capacity Initiative:

- Review forecasts and business strategy scenarios using IT resources.
- Assess over or under-utilization of resources to value added activities regularly.
- Accurate plan capacity forecasting through increased collaboration across teams.

## Organizational Structure Initiative:

- Clarify roles, responsibilities, and accountabilities across key operating departments to streamline reporting.
- Ensure IT design is integrated within broad organizational structure.
- Remove organizational silo communication and bureaucracy through increase follow-on action and decision making of measuring KPIs throughout entire organization.



# Implementation Roadmap

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Include a strategic guide outlining the step-by-step plan for executing each initiative. It provides a clear and structured path from the initial planning stages to the completion of the operational review.

# Implementation Framework

## Sustaining Momentum to Achieve Savings and Efficiencies

### Approach:

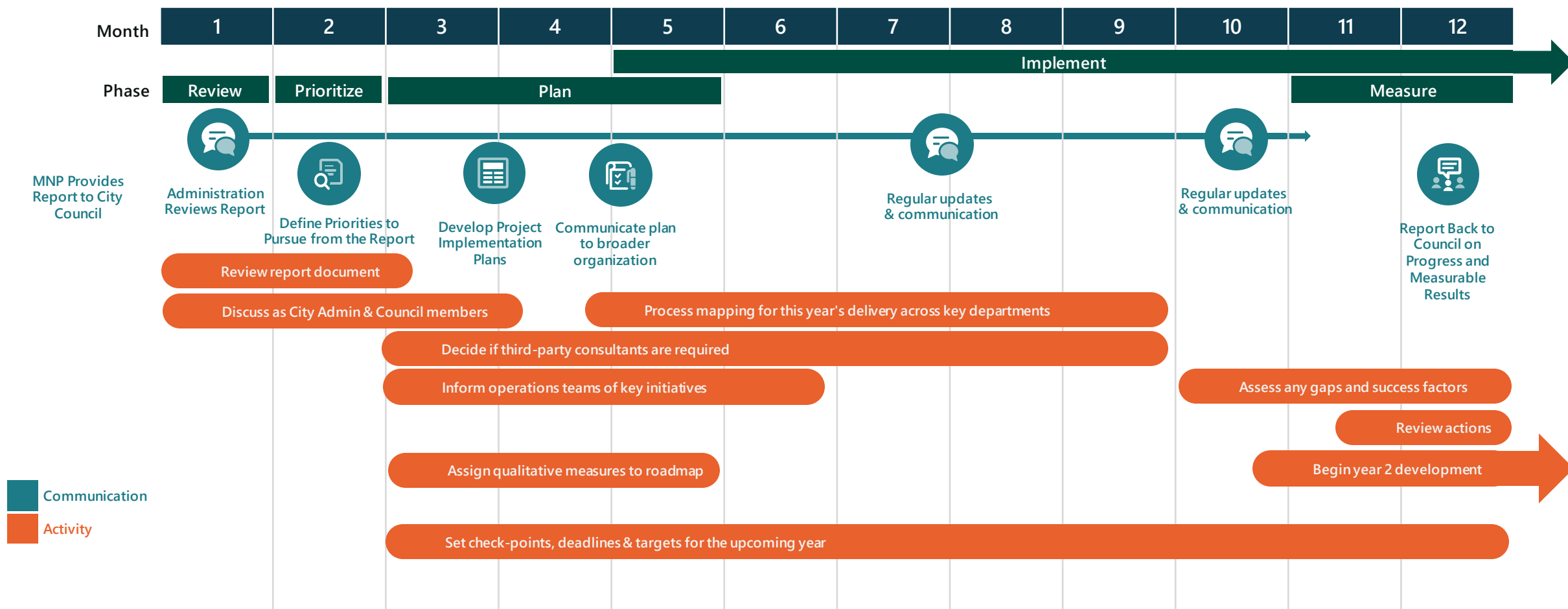
- The implementation roadmap is provided as a guide to aid the upcoming implementation of the recommendations found in this report.
- The roadmap is intended to be a timeline for the upcoming year. The timeline introduces processes and steps to consider as the City begins carrying out new developments.
- The specific points on the implementation roadmap were approached as an analysis of the complete operational review. The findings from our in-person workshops and jurisdictional research analysis contributed to the high-level implementation provided.

### Purpose:

- Overall, the roadmap provides an overview of the chronological events and actions necessary for success, highlighting critical points in time. The intent is to build on the ideas and discussions with management in order to build momentum to achieve savings and efficiencies.
- The visuals within both categories of communication and activity will help show the duration of each item. Arrows extending past the roadmap of 12 months suggest events continue into the next fiscal year and be on-going for the course of the implementation.
- The roadmap also tracks events happening simultaneously and when to expect overlap.
- The objective of the roadmap is to ensure time and efforts are invested efficiently with a strong foundation provided before the execution of initiatives begin. By providing a roadmap, tasks will be clearly defined and communicated transparently.

# Implementation Roadmap

## Operations Review Considerations



# Proposed Next Steps

The following specific steps in the Review and Prioritize phases will help guide the City of Yorkton and build momentum to use this report as a strategic tool to complete several projects. Following these steps, the City can begin planning to implement recommendations:

## 1. Review

- Ensure City Council and Senior Administration read and review report.
- Council provides its feedback on the report to Senior Administration.
- Senior Administration meets to discuss the report and feedback from Council.
- Senior Administration discusses its initial assessment of the recommendations and project activities in the report, including identifying risks and opportunities within the recommendations listed in the report.
- Consider costs allocations for each recommendation.
- Develop a schedule for consistent communication.
- Set high level goals for achieving operational improvements.

## 2. Prioritize

- Senior Administration to discuss and decide on projects that will be actioned in this fiscal year.
- Recommendations can be: short or long term; quick-wins & long-term goals; urgent vs. important.
- Identify what key performance measures will be used to measure each project's results.
- Discuss the need for contracted services and any RFPs.
- Develop a budget for the proposed projects.
- Align the correct staff to affectively support the planning for each project.

# Report Disclaimer

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This report was prepared by MNP LLP ("MNP") at the request of the City of Yorkton ("City"). Any use that a third party makes of this report or reliance thereon, or any decision made based on it, is the responsibility of such third party. MNP accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions taken based on this report.

The material in this report reflects MNP's best judgement in light of the information available at the time of its preparation. MNP has relied upon the completeness and accuracy of all the information, data, advice, opinion or representations obtained from public sources, comparative municipalities, reports prepared by other consultants, plus management. The findings in the report are conditional upon such completeness and accuracy of the Information provided. MNP has not verified independently the completeness and accuracy of the information.

MNP has presented an evaluation of options for the City to consider and is not responsible for any decisions made in connection with the implementation or use of this report. MNP reserves the right at its discretion to withdraw or make revisions to the report should MNP be made aware of facts existing at the date of the report which were not known to MNP when it prepared the report. The options and analysis are given as of the date hereof and MNP is under no obligation to advise any person of any change or matter brought to its attention after such date which might affect the report's contents.

We understand the results of this study will be shared with other key stakeholders at the City's discretion. As well, results of the study may be made publicly available to broader public audiences.



**MNP**



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**PRAXITY**  
Member of the MNP Group

### **NOTICE OF MOTION**

Date: March 6, 2023

Memorandum to: Yorkton City Council

From: Mayor Mitch Hipsley

Re: Continuous Improvement Program

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#### **Description/Summary/Reasoning**

Council has been meeting quarterly (scheduled Committee of the Whole Meetings) which provides the opportunity to provide direction to Administration on the objectives that are deemed a priority of Council. The priority of reviewing City operations began a number of months ago and now has been moved forward from our queue to the present.

Council needed an independent organization to provide breadth from work with other municipalities to assist us with identifying operational savings that could be re-invested in the City's Capital Program or other initiatives. Gathering this information on operations will help educate and find efficiencies. The longer term objective is to build a sustained culture and mindset for continuous improvement in the City.

After much investigation & interviews with several organizations that provide this very specific service, a company known as MNP has been hired to do a 3- 4 month project looking at the following areas:

- Data Analytics
- Fleet
- Procurement
- General Operational Efficiencies

The proposal of \$80,000 for the consulting services will come from the Rainy Day Reserve fund & will not add costs to our budget. Council sees this as an investment that will pay back moving forward. Council recognizes that times are always in constant change & there will be significant ideas brought forward.

Hiring an experienced firm that operates within the province will certainly enlighten both Council & Administration on operations.

Therefore, my motion is as follows:

**That Council approve engaging the consulting firm Meyers Norris Penny (MNP) LLP to collaborate with Council and Administration in developing a 'Continuous Improvement Program' whereby the following areas would be of initial focus: data analytics, fleet, procurement, and general operational efficiencies; and further that \$80,000 be assigned from the Rainy Day Reserve account for this contract.**

Respectfully,

A handwritten signature in black ink, appearing to read 'Mitch Hipsley', is written over the printed name.

Mitch Hipsley  
Mayor

From: [kynsmlubofyorkton@sasktel.net](mailto:kynsmlubofyorkton@sasktel.net)  
To: [Responds Email](#)  
Subject: New Response Completed for Request to Appear Before Council Form  
Date: Thursday, February 8, 2024 3:45:19 PM

**CAUTION: External Email**

Hello,

Please note the following response to Request to Appear Before Council Form has been submitted at Thursday February 8th 2024 2:27 PM with reference number 2024-02-08-009.

- **First name:**  
Elmer
- **Last Name:**  
Hollinger
- **Committee/Organization name:**  
Kinsmen Club of Yorkton
- **Address:**  
PO Box 275
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
S3N 2V7
- **Name:**  
Elmer Hollinger
- **Title:**  
Club President
- **Daytime phone number:**  
306-621-3440
- **Email:**  
kinsmenclubofyorkton@sasktel.net
- **Date of request:**  
2/8/2024
- **Date of council meeting that the presenter is wishing to attend:**  
2/26/2024
- **Topic being presented:**  
New Club House location and tax exemption
- **Description of request: (Clearly state what is being asked of Council. Provide detailed information about why the information is being presented and the importance to the community)**  
The Kinsmen Club of Yorkton has acquired 66 Park St in Yorkton as the Kinsmen Club of Yorkton Club House. The Kinsmen Club of Yorkton is requesting the property be tax exempt as the we are a non for profit organization. This location will allow the Kinsmen Club of Yorkton to operate our staple projects such as Bingo and Trip of the month more efficiently in turn providing more time for the Club to serve the communities greatest needs. Both the Kinsmen and Kinette Clubs of Yorkton are growing in numbers and this space will allow for more opportunities to plan and execute events to support Yorkton and the surrounding communities.

[This is an automated email notification -- please do not respond]

From: [New Response to Request to Appear Before Council Form](#)  
To: [New Response to Request to Appear Before Council Form](#)  
Subject: New Response Completed for Request to Appear Before Council Form  
Date: Friday, February 16, 2024 8:22:58 AM

**CAUTION: External Email**

Hello,

Please note the following response to Request to Appear Before Council Form has been submitted at Friday February 16th 2024 8:20 AM with reference number 2024-02-16-002.

- **First name:**  
Darren
- **Last Name:**  
Wandy
- **Committee/Organization name:**  
Parkland Outdoor Show & Expo Inc
- **Address:**  
[REDACTED]
- **City:**  
Melville
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Name:**  
Darren Wandy
- **Title:**  
President
- **Daytime phone number:**  
306-521-0429
- **Email:**  
parklandoutdoorshow@hotmail.com
- **Date of request:**  
2/16/2024
- **Date of council meeting that the presenter is wishing to attend:**  
2/26/2024
- **Topic being presented:**  
Introduction to the Parkland Outdoor Show & Expo organization, announcement of 2024 Show & request for support
- **Description of request: (Clearly state what is being asked of Council. Provide detailed information about why the information is being presented and the importance to the community)**  
Details are outlined in the attached document. Funding request for consideration is still being drafted but will include financial assistance towards the cost of rental for the Westland Arena for a major concert being held April 26, 2024.  
Our group is currently working with the Gallagher Centre on a possible sponsorship from them which we will include as part of our request.
- **If you have any supporting documents you would like to submit with your request, please attach them here:**
  1. [Request to Present to Yorkton City Council.docx \[45.1 KB\]](#)

[This is an automated email notification -- please do not respond]

**The Parkland Outdoor Show & Expo Inc.** is a non-profit organization run 100% by volunteers. 2024 is our 13<sup>th</sup> year and our 11<sup>th</sup> show. Annually we host what has come to be known as one of the best outdoor shows in Western Canada and certainly the only one without a paid staff.

Our mission statement reads:

To promote and foster the growth and advancement of youth through the offering of various sports opportunities and activities.

The Parkland Outdoor Show and Expo, through our fundraising efforts, provides financial assistance and services to promote the involvement of youth in various archery programs as well as other outdoor and indoor sports.

**To date we have provided over \$145,000. to youth programs throughout the Parkland.**

In addition to this, we offer a program called **Access to the Outdoors** (ATO). The ATO uses our resources along with the generous hospitality of outfitting partners to locate and organize adaptive hunting and fishing experiences within our province. These experiences provide youth, ages 5-18, with physical and/or intellectual disabilities and illnesses, an opportunity to make their hunting and fishing dreams come true.

Each year our show welcomes an average of 4,100 individuals to the City of Yorkton making it one of Yorkton's biggest attractions. That weekend brings revenue to our hotels, our restaurants, our businesses both large and small. The trade show offers opportunity for businesses and other non-profit organizations to showcase their products and services which promote the outdoors. We have vendors from Yorkton, throughout the province, as well as Manitoba and Alberta. Many return year after year because of their positive experience in our community and with our volunteers.

We have witnessed more and more families bringing their children to the show to learn about responsible hunting, fishing and trapping as well as other outdoor pursuits. Children see the fun they can have being in the outdoors with all it has to offer.

In addition to the trade show, each year we host celebrity special guests from the hunting and fishing profession in Canada and the United States. These guests are speakers on a main stage during the show and at our banquet. They share their hunting and fishing knowledge and experiences with all in attendance.

This year's show will be held on April 26, 27 & 28, 2024 at the Gallagher Centre in Yorkton. We are excited to announce that **our keynote speaker** this year is **Jim Shockey**.

Jim is a very well known Canadian outdoor writer, a professional big game outfitter and television producer and host for many hunting shows. Having him at our show will be a huge draw bringing even more people through our doors and to this community.

The Parkland Outdoor Show & Expo is shaping up to be our best show ever so what better way to kick it off than with a **celebrity concert!** We have partnered with the folks at **Dauphin Country Fest** to bring **Doc Walker and Jason McCoy** to the Westland Arena on Friday, April 26<sup>th</sup>!! Our plan is to pack the arena for this event by offering it at an affordable price point making it accessible for everyone. The purpose is to have some fun, help our community, promote both the Parkland Outdoor Show and Dauphin Country Fest and give back to our community. We have also spoken with the Yorkton Terrier organization offering that they could sell 50/50 tickets to help them with their fundraising efforts.

The purpose of our presentation to Yorkton City Council is to help bring awareness to this big event being held in our community by a group of enthusiastic and passionate volunteers.

Bringing a show of this calibre to the City of Yorkton means more volunteer hours invested and higher costs. We are grateful for continued sponsorship from community and industry businesses as well as our vendor partners many of whom support our Live and Silent auctions with generous donations of prizes.

The budget for this year's show including the Kick-off concert is \$224,000. which includes the full rental of the Flexihall, Curling Rink, Ag-Pavilion and Ravine Room Thursday through Sunday and the Westland Arena for Thursday and Friday. The Gallagher Centre has purchased a \$2,000. Sponsorship package with the Parkland Show which will help offset a portion of this cost and we are certainly thankful for their support.

The request we bring to Council for your consideration tonight is on behalf of the Parkland Outdoor Show & Expo and Dauphin Country Fest. As stated earlier the Friday Night Kick-off Concert is being hosted by both non-profit organizations. We are planning this as an affordable evening out and to bring awareness to our organizations and events. Selling out this event is our goal with all profits from this event donated back to organizations in need in our community.

It is our hope that, should this event, be a success, it will lead to other other opportunities for us and the City of Yorkton.

The rental costs for the Westland Arena for 1 set-up day and event day are \$8,655.25. This includes rental and costs to remove and replace the arena glass. We respectfully ask for your consideration to waive all or a portion of these costs to help us meet our goals.

I would be happy to answer any questions you may have at this time.

Respectfully submitted,

Board of Directors of the Parkland Outdoor Show & Expo Inc.

Board of Directors of Dauphin Country Fest



From: [New Response Completed for Request to Appear Before Council Form](#)  
To: [Remedy Desk](#)  
Subject: New Response Completed for Request to Appear Before Council Form  
Date: Thursday, January 25, 2024 12:03:06 PM

**CAUTION: External Email**

Hello,

Please note the following response to Request to Appear Before Council Form has been submitted at Thursday January 25th 2024 11:59 AM with reference number 2024-01-25-011.

- **First name:**  
Terry
- **Last Name:**  
Kashuba
- **Committee/Organization name:**  
Neighborhood Rep
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Name:**  
Terry Kashuba
- **Title:**  
Mr
- **Daytime phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Date of request:**  
1/25/2024
- **Date of council meeting that the presenter is wishing to attend:**  
2/26/2024
- **Topic being presented:**  
The cities & councils liability in the issue of TA foods Myrtle processing plant
- **Description of request: (Clearly state what is being asked of Council. Provide detailed information about why the information is being presented and the importance to the community)**  
Council will be addressed ( those that have not already been spoken to about the matter) as to both personal liability as well as to the liability of city as a whole as to negligence of action of city administration in dealing with & the prevention of environmental concerns & violations of the TA foods processing plant and continued operation.  
  
The ongoing nuisance as well as the cities negligence in mitigation of the source of that nuisance.  
  
The potential health hazard that this facility has created which the city has been willfully blind to even though advised of potential adverse health repercussions with potential cause or contributing to fatalities within the zone extending up to and including East to 1st avenue. West to Maple Avenue.  
  
Will request Yorkton City Council to attend and or arrange a public meeting of zone residents to advise of the hazards & what the city plans to do to mitigate any adverse health issues as well as supports they will establish to assist those that have encountered or suffered any adverse effects.  
  
Any further information or reports will be provided prior to the council meeting.

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## GRAIN DUST

*OSHA comments from the January 19, 1989 Final Rule on Air Contaminants Project extracted from 54FR2332 et. seq. This rule was remanded by the U.S. Circuit Court of Appeals and the limits are not currently in force.*

**CAS:** None; **Chemical Formula:** None

A decision by the Occupational Safety and Health Review Commission (Secretary of Labor v. Krause Milling Company, OSAHRC Docket No. 78-2307, April 22, 1986) has held that there was no former OSHA PEL for grain dust. Based on the ACGIH recommendation, OSHA proposed to establish a 4 mg/m<sup>3</sup> 8-hour TWA PEL for dust generated from wheat, oats, and barley, and NIOSH (Ex. 8-47, Table N1) supported the proposal. However, in the final rule the Agency is establishing an 8-hour TWA limit of 10 mg/m<sup>3</sup> for these dusts. Grain dust is a complex mixture of husk particles, cellulose hairs and spikes, starch granules, spores of fungi, insect debris, pollens, rat hair, and approximately 5 percent mineral particles. The mean particle size of the airborne dusts may be less than 5  $\mu$ m. A substantial amount of information was submitted to the record addressing the health evidence and feasibility of attaining a 4 mg/m<sup>3</sup> TWA limit in the feed industry (Exs. 3-751, 3-752, 3-755, 8-55, 104, 109, 118, 180, 185, and 198; Tr. pp. 6-247 to 6-319). OSHA has carefully reviewed this evidence and has determined that an exposure limit for grain dust is necessary to reduce the significant risk of adverse respiratory effects associated with exposure to this material. OSHA's review of the health evidence, described below, shows that grain workers will experience adverse respiratory symptoms upon exposure to grain dust levels exceeding the current nuisance dust limit of 15 mg/m<sup>3</sup> TWA; this observation was not disputed in the record. Respiratory symptoms are also prevalent among grain dust workers exposed to levels below 10 mg/m<sup>3</sup> TWA, as total dust, although these symptoms are diminished compared with those associated with exposure to higher dust levels. Because of uncertainties in establishing a clear threshold exposure level for respiratory effects and in determining the feasibility of the proposed 4 mg/m<sup>3</sup> limit (see Section VII, Summary Economic Impact and Regulatory Flexibility Analysis), OSHA is establishing a 10 mg/m<sup>3</sup> limit as an 8-hour TWA for wheat, oat, and barley dust to reduce the risk of respiratory disease.

The adverse effects of inhaling grain dust have been known for at least two-and-one-half centuries, dating back to Rammazini who, in 1713, described the respiratory hazards associated with exposure to cereal grain dust. More recently, several epidemiological studies conducted over the past few decades (cited by ACGIH 1986/Ex. 1-3 and Rankin et al. 1986) have demonstrated that exposure to grain dust causes "grain fever," wheezing, chest tightness, productive cough, eye and nasal irritation, and symptoms of chronic respiratory disease. Grain dust may also induce asthmatic reactions via an allergic mechanism, particularly in individuals who are predisposed to developing allergies (i.e., atopic individuals). Thus, OSHA believes that the need for an occupational limit on exposure to grain dust is clear.

The basis for OSHA's proposed 4 mg/m<sup>3</sup> limit was a NIOSH-sponsored study of grain workers by Rankin et al. (Study of the Prevalence of Chronic, Non-Specific Lung Disease and Related Health Problems in the Grain Handling Industry, DHHS (NIOSH) Pub. No. 86-117, 1986). A 1980 draft of this study by Rankin and do Pico (Ex. 1-1193) formed the basis for the ACGIH-recommended limit of 4 mg/m<sup>3</sup> TWA. This study evaluated the health status of 310 grain handlers in Wisconsin and Minnesota. The grain handlers were selected from eight elevator companies, from state grain inspection agencies, and from longshoring companies. Health status was determined by questionnaire and by physical examination, which

included an assessment of pulmonary function, immunologic evaluation, blood and urine chemistries, and chest roentgenograms. The comparison group that served as controls consisted of 239 city workers who spent the majority of their workdays outside.

From the questionnaires, Rankin et al. (1986) found that the grain handlers had a higher prevalence of respiratory symptoms than did the city workers. The prevalence of respiratory symptoms was highly significant (Rankin et al. 1986, Table 13), and was independent of smoking status. The symptoms reported by grain handlers represented both acute and chronic airways reactions (occupational asthma and chronic bronchitis). Wheezing and/or chest tightness generally started within two hours of beginning the work shift. Episodes of grain fever occurred infrequently; this was attributed by the workers to improved working conditions over the previous three years. Acute recurrent conjunctivitis and rhinitis were reported to occur among most grain workers.

Lung function tests showed that exposure to grain dust had a highly significant adverse effect on pulmonary function (Rankin et al. 1986, Table 30). There was, however, no correlation between reduced pulmonary function and job category, length of employment, or place of work. The lung function decrement observed among grain handlers was not related to smoking history alone; grain handlers who were smokers or ex-smokers showed significant declines in pulmonary function when compared to city workers who were smokers or ex-smokers.

Grain workers who reported symptoms had lower values of ventilatory function than did workers without symptoms. The prevalence of chronic bronchitis symptoms with measured airways obstruction was higher in grain workers than in controls, regardless of smoking history. Chronic bronchitis with airways obstruction was also related to length of employment. Rankin et al. (1986) concluded that these findings "suggest that chronic grain dust exposure may result in chronic obstructive pulmonary disease" (p. 26).

Rankin et al.'s (1986) study also included a work-shift study in which 248 grain workers and 192 city workers were sampled for grain dust exposure during a work shift. Symptoms occurring during the shift were recorded and pulmonary function readings were taken before and after the shift. Only 14 percent of grain workers were exposed to an 8-hour TWA level exceeding 5 mg/m<sup>3</sup> total grain dust; 7 percent were exposed above 10 mg/m<sup>3</sup>. Rankin et al. (1986) reported that grain workers showed a significant excess of cough and expectoration during a work shift in which dust concentrations were below 5 mg/m<sup>3</sup>. At dust levels between 10 and 15 mg/m<sup>3</sup>, there was a significantly increased prevalence of wheezing and dyspnea during the shift among grain workers as compared with controls (Rankin et al. 1986, Table II-156). Workers with pre-existing airways obstruction experienced significant pre- to post-shift declines in ventilatory function at dust levels below 10 mg/m<sup>3</sup>. However, the changes observed in pre- to post-shift pulmonary function did not correlate with the presence of symptoms during the shift.

Rankin et al. (1986) also conducted a short-term (three-year) follow-up study of lung function among grain workers. Their results showed no greater declines in FEV or FVC over the three-year period than could be accounted for by age alone. However, there was a significant decline in other measures of lung function (MMF, Vmax50, Vmax75) among both smoking and nonsmoking grain workers. The authors concluded that, although a grain-dust-related decline in these measures was observed, the long-term effects of smoking on lung function were probably greater than those caused by grain dust.

The ACGIH (1986/Ex. 1-3) recommended the 4 mg/m<sup>3</sup> TLV based largely on the following conclusion by Rankin et al. (1986):

- The incidence of respiratory symptoms was higher among grain workers exposed to mean total airborne dust (time-weighted average concentration) of 13.9 mg/m<sup>3</sup> when compared to grain workers exposed to 4 mg/m<sup>3</sup> or less. In the latter group of grain workers the incidence of symptoms was similar to that found among controls (Rankin et al. 1986, p. 51).

This conclusion by Rankin et al. (1986) was derived by correlating the incidence of respiratory symptoms with workers' subjective estimations of dust levels encountered during the work-shift study; workers who judged their dust exposures during the shift to be "more than average" were exposed to mean dust levels of  $13.9 \pm 12 \text{ mg/m}^3$  TWA and had significantly higher incidences of respiratory symptoms than did workers who judged their exposures to be "average" (mean TWA dust exposures of  $4 \pm 8.6 \text{ mg/m}^3$ ). From this observation, the ACGIH (1986/Ex. 1-3) interpreted  $4 \text{ mg/m}^3$  to be a no-observed-effect level.

This interpretation of Rankin et al.'s (1986) results was heavily criticized by rulemaking participants. For example, the National Grain and Feed Association (NGFA) (Ex. 8-55) argued:

- OSHA states that the study found that acute bronchial symptoms did not appear among workers exposed at or below  $4 \text{ mg/m}^3$ . This figure is in fact an average estimated exposure of  $4.21 \pm 8.62 \text{ mg/m}^3$  and...was based on workers' arbitrary interpretation[s] of 'average' exposure. The researchers grossly overstated their results by implying that a specific level of  $4 \text{ mg/m}^3$  was an absolute limit below which the incidence of symptoms among workers was similar to [that among] controls (Ex. 8-55, p. 28).

Although it is true that reliance on employees' subjective impressions of the magnitude of dust exposure during a shift is not as precise as taking quantitative samples of dust exposure, it must be emphasized that Rankin et al. (1986) did find a significant excess of respiratory symptoms among grain workers whose TWA exposures were objectively determined, by air sampling, to be less than or equal to  $10 \text{ mg/m}^3$  TWA; an excess incidence of wheezing and dyspnea were also reported among grain workers exposed to levels of between 10 and  $15 \text{ mg/m}^3$  TWA.

The NGFA also criticized the Rankin et al. (1986) study for failing to address potential biases in the design and administration of the health questionnaire (Ex. 8-55, p. 25). In Appendix C of its submission, the NGFA cites a discussion of questionnaire biases by Gamble and Battigelli (in Patty's Industrial Hygiene and Toxicology, 3rd rev. ed., vol. 1, pp. 129-32, Clayton and Clayton 1981) and states that questionnaires provide a large source of error that must be guarded against," particularly when the questionnaire is self-administered (Ex. 8-55, Appendix C, pp. 3-4). OSHA believes that, although such biases are possible, Rankin et al. (1986) took measures to reduce such biases. First, their study population derives from many workplaces, including eight grain elevators, state grain inspection agencies, and longshoring companies; it thus appears unlikely that the overall results obtained from the questionnaires would be substantially biased as a result of employee dissatisfaction with the working conditions of a particular worksite. Second, Rankin et al. (1986) did rely on trained interviewers to review all questionnaires for completeness and to assist in the completion of a questionnaire when necessary. The use of trained interviewers, according to Gamble and Battigelli (Ex. 8-55, Appendix C, p. 3), may correct such biases. In addition, Rankin et al. (1986) found a correlation between symptoms reported on questionnaires and exposure levels, which suggests that the questionnaire results were not heavily biased.

Despite some of the criticisms of the Rankin et al. (1986) study, these authors' results are consistent with some other published studies of grain workers. Dr. Roy Buchan, Chief of the Occupational Health and Safety Section, College of Veterinary Medicine and Biomedical Sciences at Colorado State University, performed a study of the general health of 31 grain handlers (submitted as part of Ex. 3-751). A total of 204 personal TWA dust samples were taken, of which only six exceeded  $10 \text{ mg/m}^3$ . Dr. Buchan found that neither age of facility, smoking history, nor past exposure to grain dust had any significant effect on symptom responses. There was a statistically significant association between grain dust exposure levels and symptom responses. The reported symptoms included nasal and throat irritation, chest discomfort, and phlegm production. Dr. Buchan concluded that, "although the association was mathematically weak but statistically significant, it would rationally be expected that symptom severity would become more pronounced as dust concentrations increase, since dust exposures in this investigation were surprisingly low (mean =  $0.7 \text{ mg/m}^3$  TWA)." In a larger study of 390 Canadian grain workers, Cotton, Graham, Li et al. (1983, submitted as part of Ex. 3-751) also reported a significant excess incidence of respiratory symptoms among grain workers despite total dust concentrations generally below  $10 \text{ mg/m}^3$ .

Although these studies show a consistent pattern of increased prevalence of respiratory symptoms among grain handlers exposed below 10 mg/m<sup>3</sup>, the association between low-level exposure to grain dust and the development of chronic pulmonary disease remains open to interpretation. Several studies, including Rankin et al. (1986), Chan-Yeung, Giclas, and Henson (1980/Ex. 1-474), and Broder, Corey, Davies et al. (1985, as cited in Ex. 3-751) have generally not found decrements in pulmonary function associated with long-term exposure to grain dust. In addition, chest roentgenograms have found no evidence of lung scarring or fibrosis (Rankin et al. 1986) among grain handlers. However, symptoms of chronic bronchitis have been frequently noted among grain handlers, including those who have never smoked (Rankin et al. 1986; Cotton, Graham, Li et al. 1983). According to Cotton et al. (1983, as cited in Ex. 3-751, p. 139), "The significance of the increase in chronic bronchitis and cough in workers and wheezing in nonsmoking workers in terms of eventual respiratory disability remains uncertain but the nuisance and discomfort of these symptoms for workers must also be considered."

Because of the conflicting evidence for an association between exposure to grain dust and the development of chronic lung damage, the NGFA (Exs. 8-55 and 180) and the American Feed Industry Association (AFIA) (Ex. 185) take the position that grain dust has been shown to be a nuisance dust. For example, in its post hearing brief, the AFIA stated:

- [F]eed industry workers are generally healthy, and experience no unique adverse health effects resulting from current levels of grain dust exposure. Therefore, setting a PEL for grain dust is unwarranted and unnecessary. The studies relied on by OSHA...fail to show that grain dust, at current levels, is a "harmful physical agent"....Granted, grain dust may have some effect on some individuals' health; however, nothing in the record demonstrates that these effects, at typical current levels, are anything more than reversible and non-serious (Ex. 180, p. 14).

OSHA does not concur with this view. In the studies described above, as well as in others in the record, grain workers have consistently reported an excess prevalence of respiratory symptoms, including chronic bronchitis, at low levels of exposure to grain dust. OSHA believes that these symptoms, even in the absence of definitive evidence of irreversible lung damage, constitute material impairment of health and interfere with the well-being of workers. This was attested to at the informal hearing by Deborah Berkowitz, Director of Safety and Health for the Food and Allied Trades Department, AFL-CIO:

- I want to make it clear that study after study documents a very real acute hazard to grain workers. Living with chronic bronchitis is not a hazard that should go unchecked. In fact, study after study point to the possibility of very real long-term damage from chronic cumulative effects of exposure to grain dust. But even without the possibility of long-term disability, acute hazards clearly pose significant risk[s] to workers (Tr. pp. 6-306 to 6-307)

OSHA concludes that employees are placed at significant risk of respiratory symptoms, including chronic bronchitis, as a result of exposure to grain dust. It is clear that such symptoms occur at grain dust levels exceeding OSHA's former limit for dusts and particulates (15 mg/m<sup>3</sup> TWA); in addition, workers have reported symptoms of wheezing and dyspnea upon exposure to dust levels between 10 and 15 mg/m<sup>3</sup> TWA. Increases in respiratory symptoms have also been reported to occur among grain workers exposed generally to less than 10 mg/m<sup>3</sup>, although symptoms are diminished at these lower levels. At this time, it is difficult to identify the threshold at which adverse respiratory effects are likely to occur. This uncertainty is reflected in a post hearing submission by the NGFA (Ex. 118) in which Dr. George Bardwell of the University of Denver performed a statistical analysis of the FEV measurements reported by Chan-Yeung, Giclas, and Henson (1980/Ex. 1-474) in grain workers. Dr. Bardwell estimated that the threshold for reduced FEV is 6.41 mg/m<sup>3</sup>, with a 95-percent confidence interval of between 0 and 24.4 mg/m<sup>3</sup>.

In addition, considerable information was entered into the record addressing the technological feasibility of achieving the proposed 4 mg/m<sup>3</sup> grain dust PEL (Exs. 3-751, 3-752, 3-755, 8-55, 109, 118, 180, 185, and 198). These data are conflicting, particularly with regard to smaller grain elevators. In light of these uncertainties, OSHA is establishing a 10 mg/m<sup>3</sup> 8-hour

TWA limit for grain dust, measured as total dust. OSHA finds that establishing this limit will substantially reduce the risk of adverse respiratory effects that occur at higher levels of exposure. OSHA has also concluded that a 10 mg/m<sup>3</sup> TWA limit is technologically feasible (see Section VII).

The American Feed Industry Association (Ex. 185) objected to OSHA's inclusion of oat and barley dust in the definition of grain dust, stating that the studies relied on by OSHA in the NPRM pertaining to oat and barley dust (Darke, Knowelden, Lacey, and Ward 1976; Cockcroft et al. 1983) were not relevant to addressing the effects of exposure to oat and barley dust at levels below 15 mg/m<sup>3</sup>. However, Rankin et al. (1986) reported in their study, which involved exposure to much lower levels of grain dust, that the types of dust most likely to bring on or aggravate symptoms of cough and/or expectoration were durum wheat and barley, followed by spring wheat, rye, and oat. Least likely were corn, soybean, sunflower, and others. In addition, Mr. George Talley and Mr. Michael Garcia, industrial hygienists at Los Alamos National Laboratory, commented that, according to their personal experience, barley beards are more irritating than wheat dust (Ex. 3-1095). Therefore, OSHA finds that there is sufficient evidence to include oat and barley in the definition of grain dust.

At the informal hearing, Ms. Berkowitz raised the question as to whether OSHA intended to apply the grain dust limit to flour mills and bakeries (Tr. 6-310). To support this position, she submitted several reports describing asthma occurring among bakers; bakers' asthma has been attributed to flour dust exposure (Ex. 3-751). As with all other substances included in this rulemaking, OSHA intends the new limit for grain dust to apply to all workplaces, including flour mills and bakeries where there is the potential for exposure to grain dust.

In the final rule, OSHA is establishing an 8-hour TWA limit of 10 mg/m<sup>3</sup> for grain dust, measured as total dust. Grain dusts other than oat, wheat, and barley are regulated under OSHA's generic "particulates not otherwise regulated" PEL of 15 mg/m<sup>3</sup> (total particulate) and 5 mg/m<sup>3</sup> (respirable fraction). The Agency concludes that this limit will substantially reduce the significant risk of acute and chronic respiratory symptoms and disease associated with exposure to grain dust at the levels formerly permitted by the absence of an OSHA limit. The Agency has determined that the respiratory effects caused by exposure to grain dust represent material impairments of health.

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## Grain dust (oat, wheat, barley)

### SYNONYMS & TRADE NAMES

CAS NO.

RTECS NO.

[MD7900000](#)

DOT ID & GUIDE

FORMULA

CONVERSION

IDLH

N.D.  
See: [IDLH INDEX](#)

### EXPOSURE LIMITS

NIOSH REL  
TWA 4 mg/m<sup>3</sup>  
OSHA PEL  
TWA 10 mg/m<sup>3</sup>

### MEASUREMENT METHODS

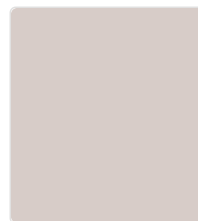
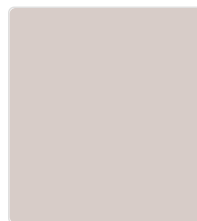
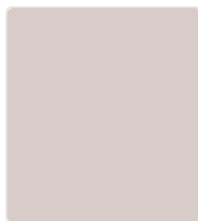
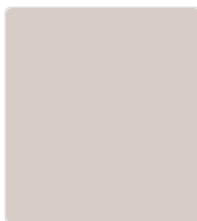
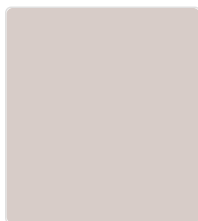
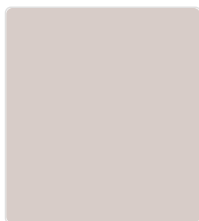
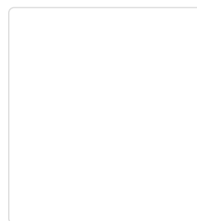
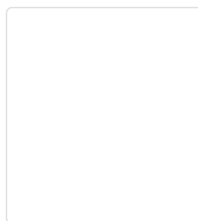
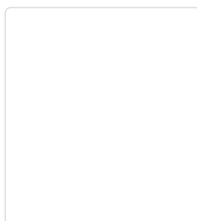
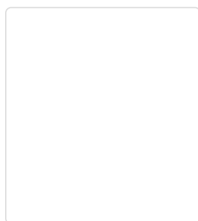
**NIOSH 0500**  
See: [NMAM](#) or [OSHA Methods](#)

### PHYSICAL DESCRIPTION

Mixture of grain and all the other substances associated with its cultivation & harvesting.

MOLECULAR  
WEIGHT

Properties  
depend  
upon the  
specific  
component  
of the grain  
dust.



INCOMPATIBILITIES & REACTIVITIES

None reported

EXPOSURE ROUTES

inhalation, skin and/or eye contact

SYMPTOMS

irritation eyes, skin, upper respiratory system; cough, dyspnea (breathing difficulty), wheezing, asthma, bronchitis, chronic obstructive pulmonary disease; conjunctivitis, dermatitis, rhinitis, grain fever

TARGET ORGANS

Eyes, skin, respiratory system

PERSONAL PROTECTION/SANITATION

(See protection codes)

**Skin:**No recommendation

**Eyes:**No recommendation

**Wash skin:**No recommendation

**Remove:**No recommendation

**Change:**Daily

FIRST AID

(See procedures)

**Eye:**Irrigate immediately

**Breathing:**Fresh air



## RESPIRATOR RECOMMENDATIONS

Not available.

[Important additional information about respirator selection](#)

## SEE ALSO

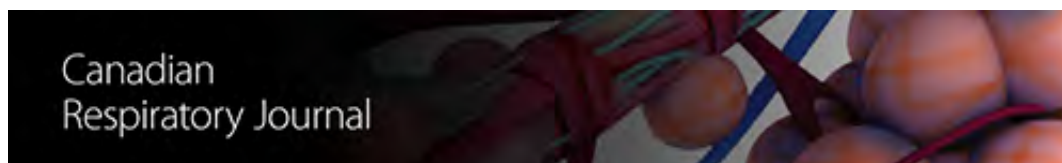
[INTRODUCTION](#)

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doi: [10.1155/2007/931094](#)

PMID: [17948144](#)

## Grain dust and lung health: Not just a nuisance dust

[Margaret R Becklake](#), MD

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The invitation to contribute to the present issue of the *Journal*, celebrating the 50th anniversary of the Canadian Thoracic Society (CTS), provides me with an opportunity to document what, in my view, is one of the most effective collective interventions in the field of epidemiology and occupational health. The present essay gives the reasons why the Society addressed the question of whether grain dust is not just a nuisance dust, and how it did so. My main source of information is from a 1978 report in the Canadian Lung Association Bulletin ([1](#)).

Grain growing, handling and processing have long been major Canadian industries. In the 1971 census of Canada, there were in Canada approximately 253,000 farmers, farm managers and farm workers; approximately 5000 small elevator workers and 7200 large elevator workers; and approximately 15,000 workers in the flour, feed and seed mills.

The dust to which grain workers are exposed is complex, whether it be wheat, barley, rye, oats or corn. It consists of the grain, hairs from the epicarp and the germ. Plant contaminants include weeds and pollens. Fungi grow in grain depending on its freshness. Rodents may infest it, leaving their spoor. Chemicals may be added to control fungi, arthropods and rodents. Free silica from the soil may be present or incorporated into the plant as phytoliths. Finally, grain workers often handle oil seeds such as sunflower, flax and mustard.

Grain dust had been classified as a ‘nuisance’ dust; it does not, in the view of the influential American Conference of Government and Industrial Hygienists, require regulation because of its ill health effects on exposed workers. This, however, was contrary to the experience of several members of the CTS, who had been involved in an impressive number of epi-demiological research studies of workers in different branches of the grain handling industry before 1977.

## THE CANADIAN LUNG ASSOCIATION TASK FORCE

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This led the then President of the CTS, Dr Reuben Cherniack, to invite physicians interested in grain dust and its ill effects on health to form a Task Force. Its mandate was to advise the CTS on the present knowledge on health and grain dust; on the most fruitful areas for future study and methodology for early recognition; to consider safety standards; and finally, as a Committee of the CTS, to “provide information to the Society upon which to formulate any views it might express to Government in this area.” (See [Appendix](#) for a list of the members of the Task Force.)

## HEALTH STUDIES OF GRAIN HANDLERS IN CANADA UP TO 1977

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Fourteen studies were published in this period: three studies among farmers in Saskatchewan and Manitoba (approximately 3200 subjects); four studies among country elevator workers in Saskatchewan and Manitoba (approximately 3520 subjects); three studies among workers in large elevators in Ontario, Quebec and British Columbia (approximately 4794 subjects); and four clinical studies in Saskatchewan, Manitoba and Alberta (154 subjects). Health status was evaluated by questionnaire in 13 studies, by lung function testing in 11 studies, by chest x-ray in seven studies, by skin prick tests in six studies and by a variety of other tests in seven studies.

After reviewing these studies in detail, the Task Force developed the following recommendations: there should be standardization of all research methods (including questionnaires, lung function tests, allergen skin test extracts, blood tests and precipitin tests); and all future studies should include environmental measurements, to be made with the assistance of Environment Canada in selecting sampling sites and in carrying out the measurements. The Task Force also strongly endorsed the recommendation of the Finn Commission (1975) that research should be encouraged and that health surveillance should be instituted for grain workers.

## HEALTH STUDIES OF GRAIN HANDLERS IN CANADA FROM 1977 TO 1993

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During this period, an impressive series of studies were carried out by members of the CTS all addressing various aspects of the question: “Does exposure to grain dust at work affect health?” These are briefly reviewed in narrative form in the following section, with emphasis on how the

research findings successively brought to light new information, culminating in strong recommendations for control of exposure and health surveillance in the Canadian grain handling industry.

An early study (2) published in 1974 entitled “Hypersensitivity reactions to grain dust” described a series of 17 men, all with respiratory symptoms and a history of exposure to grain dust. The purpose of the paper was “to report on the nature of the pulmonary abnormalities resulting from occupational exposure to grain dust, and the role of immunological mechanisms in the production of these abnormalities.” Methods of study included questionnaires, lung function tests, skin tests and precipitin tests, as well as an inhalation challenge test using grain dust. After analyzing their data, the authors came to the conclusion that “it is still unclear which constituent of grain dust might be the main antigen causing hypersensitivity.” Like other studies published in this era in which chest physicians focused on mechanisms of disease, their subjects of study consisted of patients from a specialty clinic.

In a 1980 study (3) entitled “Chronic bronchitis and decreased forced expiratory flow rates in lifetime nonsmoking grain workers,” the authors examined the role of grain dust, independent of smoking, using a matched case-control design. To match lifetime nonsmoking grain workers with lifetime nonsmoking nongrain workers (a technique used to control for smoking before regression analyses were commonly used), an initial survey in the area identified a series of nongrain workers from the Saskatchewan Hospital Service plan. These individuals were then approached by members of the Saskatchewan Anti-Tuberculosis League who identified the lifetime non-smoking nongrain workers. The prevalence of chronic bronchitis was higher in the grain workers than in the controls (23.1% versus 3.3%;  $P=0.01$ ), and they had significantly lower maximal midexpiratory flow rates. The authors concluded that “exposure to grain dust in lifetime non-smoking grain workers is associated with an increased prevalence of respiratory symptoms and evidence of airflow obstruction.” Also of interest was that six men in the control group turned out to have asthma, whereas there were none among the grain workers. This suggested to the authors a ‘healthy’ worker effect among the grain workers, one of the first studies to do so.

A 1981 study (4) entitled “A follow-up study of the grain elevator workers in the Port of Vancouver” showed that the prevalence of respiratory symptoms and the decline of lung function over time was similar to that obtained in the first survey in these elevators, even though the dust levels were considerably lower in the second survey. Among the 23.5% of workers who followed the authors’ advice to give up smoking at the first survey, the prevalence of cough and sputum had fallen by the second survey. Among the grain workers, the decline in lung function did not correlate with lung function level at the first survey nor with the presence of respiratory symptoms, atopic status or duration of employment. It did, however, correlate with the changes in lung function over one work shift and over one working week at the first survey. This new and

surprising finding suggested to the authors that the acute bronchoconstrictive effect of grain dust may eventually lead to irreversible bronchoconstriction. The authors' final tentative but very important conclusion was that grain dust "should not be regarded as a 'nuisance' dust."

A 1984 study (5) entitled "Host factors affecting longitudinal decline in lung spirometry among grain elevator workers" studied 267 workers in Terminal Elevators in Vancouver who did not change their smoking habits over the six-year period of follow-up. Acute changes in lung function over one work week recorded at the initial survey were, as in the previous study, positively associated with subsequent decline in lung function, as was bronchial hyper-reactivity measured by metha-choline. This test, however, was only carried out at the third survey among these grain elevator workers. Also of interest was the fact that the lung function of current smokers, while significantly lower than that of nonsmokers, was not significantly lower than that of the control group of the same smoking habit (civic workers for the city of Vancouver). This led the authors to speculate that nonsmokers are at a greater risk for developing impaired lung function from grain exposure than smokers. An alternate possibility is that smokers are more resistant to the effects of smoking, evidence of the interesting phenomenon of the 'healthy' smoker effect, analogous to the 'healthy' worker effect. As with previous studies, these authors concluded that the then current threshold limit for grain dust ( $10 \text{ mg/m}^3$ ; ie, the limit for a 'nuisance dust') should be lowered.

In a 1985 study (6) entitled "Rapid decline in  $\text{FEV}_1$  in grain workers: Relation to level of dust exposure" addressed the same issue as in the previous study using a nested case-control design. The 10% of workers with the worst trend in forced expiratory volume in 1 s ( $\text{FEV}_1$ ) (mean annual decline of 100 mL) were significantly more likely to have had a decline over the working week at the initial survey and to have exhibited bronchial hyper-reactivity at the third survey. No relation was found between the OR of being a case and a number of other host factors, including exhibiting immediate skin reactivity to common allergens; a history of asthma, bronchitis or hay fever; or the presence of respiratory symptoms. The authors reiterate the conclusions of the previous two papers that exposure to grain dust at levels greater than  $5 \text{ mg/m}^3$  is associated with a serious adverse trend in  $\text{FEV}_1$ .

In a 1988 paper (7) entitled "Does seasonal employment in grain elevators increase nonspecific airways responsiveness?", the authors examined 45 grain handlers in the St Lawrence river ports during layoff and again during employment. Airway reactivity was also studied in 56 men of similar age and socioeconomic status who were not exposed to grain dust. Exposure to grain dust and increased airway reactivity have both been associated with increased acceleration in the rate of decline of lung function. The study objective was "to determine whether short-term exposure (to grain dust) increased airway reactivity. Airway reactivity, slightly higher among laid off grain handlers than in the comparison group, decreased more among grain handlers during employment than in the comparison group during the same period of time. The authors concluded

that their results did “not support the hypothesis that seasonal exposure to grain dust increases airway reactivity.” They also suggest that “a mechanism other than the Dutch hypothesis should be explored.” The Dutch hypothesis held that increased airway hyper-responsiveness was a risk factor for chronic obstructive pulmonary disease (COPD) in contrast with the British hypothesis, which implicated chronic mucus secretion as a marker of recurrent infections causing chronic airflow limitation.

In a study (8) entitled “Grain dust and lung function. Dose-response relationships,” the issue implicit in the title was addressed. The authors raised the same issue that was raised in the previous papers, namely whether the allowable exposure level in Canada (then still  $10 \text{ mg/m}^3$ ) should be lowered. To calculate dust exposures, the authors made use of all the environmental dust samples that had been gathered in the Port of Vancouver Terminal Elevators by, or were available to, Labour Canada in the years 1975, 1976, 1978 through 1982, 1988 and 1989. A total of 781 personal samples representing 20 different job titles were used to construct a job-title-period matrix for average dust exposure levels. The matrix was then applied to obtain a value for estimated cumulative and average dust exposure. Significant dose-response relationships were seen for chronic phlegm, breathlessness on exertion,  $\text{FEV}_1$  and forced vital capacity (FVC) levels, and longitudinal change. Also, workers with an average estimated exposure between  $4 \text{ mg/m}^3$  and  $9 \text{ mg/m}^3$  were found to have lower levels for  $\text{FEV}_1$  and FVC compared with workers exposed to levels of  $4 \text{ mg/m}^3$  or less, despite no differences in the duration of employment. The authors concluded that their “results show a strong relationship between grain dust exposure and both respiratory symptoms and lung function level and decline, and also suggest that the Canadian allowable exposure level of  $10 \text{ mg/m}^3$  is too high.” This was a very important result that was generated from an elegantly conducted study combining a great amount of data to address a significant public issue.

In a 1992 study (9) entitled “Decline in spirometric variables in grain workers from start of employment: Differential effect of duration of follow up,” the authors followed 164 young men, 25 years of age or younger, in an annual surveillance program carried out among all the new grain workers. The number of workers who returned for their annual examination after two, three and four years was 16, 31, and 51 respectively. The decline in their  $\text{FEV}_1$  from initial values was  $224 \text{ mL/year}$ ,  $130 \text{ mL/year}$  and  $70 \text{ mL/year}$ , respectively. Also of interest was the fact that at the initial examination, six workers reported having had asthma; none of these men returned for the second annual examination. The authors note that “studies of dropouts are scarce despite indirect evidence provided by cross-sectional studies for health selection as a factor in dropout.” They then go on to conclude, perhaps too cautiously, that “restriction of analysis to the survivors may underestimate the relation between work and respiratory impairment.”

A 1992 study ([10](#)) entitled “Five cross-sectional studies of grain elevator workers” summarizes the findings in the five studies carried out at three year intervals between 1976 and 1988 at the terminal elevators in British Columbia. Civic workers were studied in the same manner as a referent group. The procedures used included interview-administered questionnaires, spirometry using the same spirometers, allergy skin tests and measurement of dust exposure using personal sampling. Although the dust concentration in the elevators was reduced progressively over the years, grain workers had more respiratory symptoms and lower lung function than the civic workers in each of the five surveys. Exposure to grain dust was associated with a significant reduction of FEV<sub>1</sub> and FVC, but not in the maximum midexpiratory flow rates or in the ratio of FEV<sub>1</sub>/FVC%, suggesting that the reduction in volume may be due to lesions in the lung parenchyma or in the small airways. The authors note that “workers who took part in all five surveys tend to be a ‘healthier’ selected group compared with the civic workers.” They conclude that their study has confirmed that grain dust has adverse effects on the lungs and finally that “cross-sectional study of grain workers has proved to be a consistent and useful method to evaluate occupational health hazards.” This conclusion should be heartily endorsed given that cross-sectional studies, often called the ‘work horse’ of occupational epidemiology, tend to be underestimated by researchers and statisticians, especially the latter!

So, with substantial help from members of the CTS, grain dust is now clearly identified as harmful to lung health. In 1996, a paper ([11](#)) entitled “Recommendations for reducing the effect of grain dust on the lungs,” sponsored by the Standards Committee of the CTS, was published in the *Canadian Medical Association Journal*, recommending a permissible exposure limit of 5 mg/m<sup>3</sup> to control short-term effects of exposure. The report notes that the economic implications of implementing a lower permissible exposure limit have not been evaluated. Evidence was considered insufficient to determine the level needed to prevent long-term effects. The report also notes that there has been no external review of these recommendations. However, the American Conference of Government and Industrial Hygienists now recommends an 8 h average exposure limit of 4 mg/m<sup>3</sup> for wheat, oats and barley. These recommendations were approved by the Standards Committee of the CTS.

It is now time to move on to other questions.

## APPENDIX

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Canadian Lung Association Task Force Report on the Health of Grain Workers. Task Force Members: M Ahririi (McGill University, Montreal, Quebec); MR Becklake (Chair) (McGill University, Montreal, Quebec); I Broder (Gage Research Institute, Toronto, Ontario); D Cotton (University of Saskatchewan, Saskatoon, Saskatchewan); J Dosman (University of Saskatchewan, Saskatoon, Saskatchewan); S Grzybowski (Vancouver General Hospital, Vancou-



ver, British Columbia); FE Hargreave (St Joseph's Hospital, Hamilton, Ontario); BJ Sproule (University of Alberta, Edmonton, Alberta); K Tse (University of Manitoba, Winnipeg, Manitoba); CPW Warren (Secretary) (St Boniface General Hospital, Winnipeg, Manitoba); M Yeung (Vancouver General Hospital, Vancouver, British Columbia).

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# Grain Handling

## Overview

OSHA has developed this webpage to provide workers, employers, and safety and health professionals useful, up-to-date safety and health information on grain handling facilities.

### What are grain handling facilities?

Grain handling facilities are facilities that may receive, handle, store, process and ship bulk raw agricultural commodities such as (but not limited to) corn, wheat, oats, barley, sunflower seeds, and soybeans. Grain handling facilities include grain elevators, feed mills, flour mills, rice mills, dust pelletizing

plants, dry corn mills, facilities with soybean flaking operations, and facilities with dry grinding operations of soycake.

## **What are the hazards in grain handling facilities?**

The grain handling industry is a high hazard industry where workers can be exposed to numerous serious and life threatening hazards. These hazards include: fires and explosions from grain dust accumulation, suffocation from engulfment and entrapment in grain bins, falls from heights and crushing injuries and amputations from grain handling equipment.

Suffocation is a leading cause of death in grain storage bins. Suffocation can occur when a worker becomes buried (engulfed) by grain as they walk on moving grain or attempt to clear grain built up on the inside of a bin. Moving grain acts like "quicksand" and can bury a worker in seconds. "Bridged" grain and vertical piles of stored grain can also collapse unexpectedly if a worker stands on or near it. The behavior and weight of the grain make it extremely difficult for a worker to get out of it without assistance.

Grain dust explosions are often severe, involving loss of life and substantial property damage. Grain dust is the main source of fuel for explosions in grain handling. Grain dust is highly combustible and can burn or explode if enough becomes airborne or accumulates on a surface and finds an ignition source (such as hot bearing, overheated motor, misaligned conveyor belt, welding, cutting, and brazing). OSHA standards

require that both grain dust and ignition sources must be controlled in grain elevators to prevent these often deadly explosions.

Falls from height can occur from many walking/working surfaces throughout a grain handling facility. Examples of such surfaces include (but are not limited to) floors, machinery, structures, roofs, skylights, unguarded holes, wall and floor openings, ladders, unguarded catwalks, platforms and manlifts. Falls can also occur as workers move from the vertical exterior ladders on grain bins to the bin roof or through a bin entrance.

Mechanical equipment within grain storage structures, such as augers and conveyors, present serious entanglement and amputation hazards. Workers can easily get their limbs caught in improperly guarded moving parts of such mechanical equipment.

Storage structures can also develop hazardous atmospheres due to gases given off from spoiling grain or fumigation. Workers may be exposed to unhealthy levels of airborne contaminants, including molds, chemical fumigants (toxic chemicals), and gases associated with decaying and fermenting silage. Fumigants are commonly used for insect control on stored grain and many have inadequate warning properties. Exposure to fumigants may cause permanent central nervous system damage, heart and vascular disease, and lung edema as well as cancer. These gases may result in a worker passing out and falling into the grain, thus becoming engulfed and suffocating or otherwise injuring themselves.

**What can be done to reduce the hazards in grain handling facilities?**

When workers enter storage bins, employers must (among other things):

1. Turn off and lock out all powered equipment associated with the bin, including augers used to help move the grain, so that the grain is not being emptied or moving out or into the bin. Standing on moving grain is deadly; the grain can act like "quicksand" and bury a worker in seconds. Moving grain out of a bin while a worker is in the bin creates a suction that can pull the workers into the grain in seconds.
2. Prohibit walking down grain and similar practices where an employee walks on grain to make it flow.
3. Provide all employees a body harness with a lifeline, or a boatswains chair, and ensure that it is secured prior to the employee entering the bin.
4. Provide an observer stationed outside the bin or silo being entered by an employee. Ensure the observer is equipped to provide assistance and that their only task is to continuously track the employee in the bin. Prohibit workers from entry into bins or silos underneath a bridging condition, or where a build-up of grain products on the sides could fall and bury them.
5. Train all workers for the specific hazardous work operations they are to perform when entering and working inside of grain bins.
6. Test the air within a bin or silo prior to entry for the presence of combustible and toxic gases, and to determine if there is sufficient oxygen.
7. If detected by testing, vent hazardous atmospheres to ensure that combustible and toxic gas levels are reduced to non hazardous levels, and that sufficient oxygen levels are maintained.
8. Ensure a permit is issued for each instance a worker enters

a bin or silo, certifying that the precautions listed above have been implemented.

To prevent dust explosions and fires, employers must (among other things):

1. Develop and implement a written housekeeping program with instructions to reduce dust accumulations on ledges, floors, equipment and other exposed surfaces.
2. Identify "priority" housekeeping areas in grain elevators. The "priority" housekeeping areas include floor areas within 35 feet of inside bucket elevators, floors of enclosed areas containing grinding equipment and floors of enclosed areas containing grain dryers located inside the facility. Dust accumulations in these priority housekeeping areas shall not exceed 1/8th inch. Employers should make every effort to minimize dust accumulations on exposed surfaces since dust is the fuel for a fire or explosion, and it is recognized that a 1/8 inch dust accumulation is more than enough to fuel such occurrences.
3. Inside bucket elevators can undergo primary explosions. OSHA's grain handling standard requires that belts for these bucket elevators purchased after March 30, 1988 are conductive and have a surface electrical resistance not exceeding 300 megohms. Bucket elevators must have an opening to the head pulley section and boot section to allow for inspection, maintenance, and cleaning. Bearings must be mounted externally to the leg casing or the employer must provide vibration, temperature, or other monitoring of the conditions of the bearings if the bearings are mounted inside or partially inside the leg casing. These bucket elevators must be equipped with a motion detection device which will shut-down the elevator when

the belt speed is reduced by no more than 20% of the normal operating speed.

4. Implement a preventative maintenance program with regularly scheduled inspections for mechanical and safety control equipment, which may include heat producing equipment such as motors, bearings, belts etc. Preventive maintenance is critical to controlling ignition sources. The use of vibration detection methods, heat sensitive tape or other heat detection methods can help in the implementation of the program.
5. Minimize ignition sources through controlling hot work (electric or gas welding, cutting, brazing or similar flame producing operations).
6. Install wiring and electrical equipment suitable for hazardous locations.
7. Design and properly locate dust collection systems to minimize explosion hazards. All filter collectors installed after March 1988 shall be located outside the facility or located in an area inside the facility protected by an explosion suppression system or located in an area that is separated from other areas by construction having at least a one hour fire resistance rating and which is located next to an exterior wall vented to the outside.
8. Install an effective means of removing ferrous material from grain streams so that such material does not enter equipment such as hammer mills, grinders and pulverizers.

For more information, see OSHA standard ([29 CFR 1910.272](#)).



## U.S. DEPARTMENT OF LABOR

Occupational Safety and  
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Washington, DC 20210  
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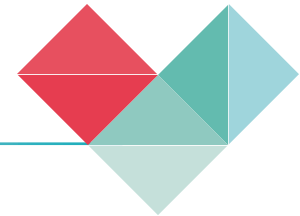
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# Grain dust

## General information sheet



Exposure to grain dust can potentially cause eye, skin and upper respiratory tract irritation, bronchitic symptoms and chronic decrements in pulmonary function.

### Control measures - Ways to reduce employee exposure to grain dust

When considering preventive measures for any hazard in the workplace, one should consider the hierarchy of controls to be implemented. First, try to eliminate the hazard from the workplace by substituting the hazardous substance with one that is not or is less hazardous, if available, to be used for that purpose. Second, try to reduce the exposure to the hazard using engineering controls such as ventilation. Third, provide administrative controls and, if necessary, personal protective equipment including respiratory protection to ensure the health and safety of employees.

#### 1 Ventilation systems

**Dust collection system** is the most effective control measure to allow the least possible amount of dust to escape. Dust collectors can operate at high efficiencies. The collector's efficiency can be compromised due to a damaged filter, faulty seals or sheet metal leaks, therefore, it is necessary that the equipment be tested on a regular basis for mechanical leaks, and the system's maintenance schedule be developed, including cleaning procedures to ensure the dust collection system is operating at maximum efficiency.

It is important that the ventilation **exhaust stacks** are positioned such that exhausted contaminated air does not recirculate dust back into the building and contribute to the general airborne concentration of dust.

**Make-up air** inlets should be located away from dust sources.

The most recent edition of the ACGIH® Industrial Ventilation A Manual of Recommended Practice referenced in paragraph 10.17(1)(b) of the Canada Occupational Health and Safety Regulations (COHSR) can be consulted as a guide in selecting the type of dust collector and air filtration system to ensure the recirculated air does not add contaminants into the work environment.



## 2 Good work practices

Do not use compressed air cleaning. **Very high airborne dust concentrations can introduce the risk of explosion.**

The preferred method for cleaning dust settled on the floor is to use a **vacuum system** equipped with a proper filtration medium. The vacuum system must be appropriate for the task and be maintained as per the manufacturer's instructions.

Sweeping can be used where a vacuum system is not practical. Only **dust cloths** should be used to remove dust from equipment.

## 3 Personal protective equipment (PPE)

PPE should only be used when engineering controls are not reasonably practicable, e.g., during unloading grain operation, cleaning/maintenance procedures, equipment malfunction, emergencies or other known high-exposure tasks where engineering controls cannot be applied.

The selection, fit testing, maintenance and inspection of **respiratory protection** should be based on the maximum dust concentrations encountered as required by the Canadian Standard Association (CSA) Standard Z94.4, "Selection, care and use of respirators". A respiratory protection program must be in place, which includes employee training and fit testing performed on a regular basis.

**Protective clothing** such as gloves and coveralls should be used to minimize dermal exposure.

**Eye and face protection** may also be necessary during excessive dust generating operations and procedures or emergencies, as per the requirements of Part XII of the COHSR.

### Measurement - Sampling requirements<sup>1</sup>

If there is a likelihood that the health and safety of an employee in a work place is or may be endangered by exposure to grain dust not controlled through the measures described above, the employer shall appoint a qualified person<sup>2</sup> to carry out a hazard investigation under section 10.4 of the COHSR.


The total grain dust samples must be taken and the concentration determined in accordance with the National Institute for Occupational Safety and Health (NIOSH) Method No. 0500. The calculation of the exposure level using analytical data and the interpretation of the results must be done by a qualified<sup>2</sup>.

**Total grain dust is measured using the 37-mm PVC filter and supporting pad in 37-mm cassette filter holder** with a personal sampling pump at the flow rate of 1.7 (+/- 0.1) L/min.

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<sup>1</sup> Please see the Canadian Occupational Chemical Agent Compliance Sampling Guideline. The Guideline outlines procedures to be followed in workplace hazard investigations.

<sup>2</sup> Qualified person is an industrial hygienist or a person who has knowledge and experience in industrial hygiene and occupational health.



Measurements are required to be made under normal working conditions, meaning conditions representative of the day after day worker exposure during the regular work activities.

The Time Weighted Average (TWA) is based on a conventional 8-hour workday and 40 hour workweek.

For unusual work schedules, exceeding 8-hour exposures, the adjusted exposure limit should be calculated based on one of the scientifically proven mathematical models used in industrial hygiene practice. One of the models is developed by the University of Montreal and the Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRRSST) that uses the Haber method to calculate adjusted exposure limits based on the mean weekly hours of exposure per repetitive work cycle.

When sampling for compliance, air samples shall be taken over the full work shift, in the breathing zone of the most highly exposed employees as determined by a qualified person<sup>3</sup>. Personal air samples are obtained from the breathing zone of employees performing specific tasks and exposed to a specific type of dust where mingling of different types of dusts, if any, is not an issue.

#### **Grain Dust – General Information Sheet**

This publication is available for download at [canada.ca/publiccentre-ESDC](https://canada.ca/publiccentre-ESDC).

It is also available upon request in multiple formats (large print, Braille, MP3, audio CD, e-text CD, DAISY, or Accessible PDF), by contacting 1 800 O-Canada (1-800-622-6232). By teletypewriter (TTY), call 1-800-926-9105.

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<sup>3</sup> Qualified person is an industrial hygienist or a person who has knowledge and experience in industrial hygiene and occupational health.



















February 7 - February 13, 2024

**Next Council Meeting**  
**Monday, February 26, 2024 at 5:00 p.m.**

### Public Notice

#### Proposed Zoning Bylaw Amendment to Amend Text

**Details:** Yorkton City Council will consider Bylaw No. 1/2024, a text amendment to Bylaw No. 14/2003, to add Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning district and add Special Use Provisions for their use.

Pursuant to *The Planning and Development Act, 2007*, the amendment is to be publicly advertised before Council makes their final decision.

**Public Hearing:** City Council will hear all persons who are present and wish to speak to the proposed amendment and all written submissions will be read verbatim, unless the submitter is in attendance to speak on the submission, on **Monday, February 26, 2024 at 5:00 p.m. in City Hall Council Chambers, Yorkton, SK.**

**Written Submissions:** If you wish to provide written comments for Council's consideration, they must be submitted by 9:00 a.m. on Wednesday February 21, 2024. Written submissions must be directed to:

Jessica Matsalla, Director of Legislation and Procedures  
In Person: 37 Third Avenue North, Yorkton, SK  
Via Mail: Box 400, Yorkton, SK S3N 2W3  
Via Email: [jmatsalla@yorkton.ca](mailto:jmatsalla@yorkton.ca)

#### For More Information:

To see the full report on this application, and the proposed bylaw, please visit [www.Yorkton.ca](http://www.Yorkton.ca). Click or tap on the "Council Meetings" link and select "Agenda and Information Package" for the January 29, 2024 Regular Council Meeting. The report will be found in the Information Package that follows the Agenda.



Questions regarding the proposed bylaw may be directed to:

Carleen Koroluk, Land Use Planner  
Phone: (306) 786-1727  
Email: [ckoroluk@yorkton.ca](mailto:ckoroluk@yorkton.ca)

**GENERAL INQUIRIES:**  
**306-786-1700**

### Request for Proposals

Name of Proposal: City of Yorkton Bedding Plants

Proposal must be received **before 2:00 p.m. on February 16, 2024.**

Proposal will be received through the City of Yorkton's e-bidding system at [www.biddingo.com/yorkton](http://www.biddingo.com/yorkton)

#### Details of Proposal:

The City of Yorkton is requesting proposals for the supply of bedding plants for the 2024 season.

#### Specifications are available at:

Online at [www.biddingo.com/yorkton](http://www.biddingo.com/yorkton)

Proposal shall remain open for acceptance by the City and irrevocable for thirty (30) calendar days following the date specified for closing.

#### Contact Person

Enquiries regarding the tender procedure and particulars can be directed to:

Matt Charney  
Parks Manager  
Recreation & Community Services  
City of Yorkton  
Phone: 306-786-1750  
Email: [parksandrec@yorkton.ca](mailto:parksandrec@yorkton.ca)

*The City reserves the right to reject any or all proposal. Lowest or any proposal not necessarily accepted.*

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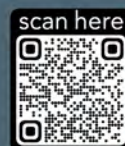
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<b>TITLE: Bylaw No. 1/2024 – Amendment to Zoning Bylaw No. 14/2003 – Addition of Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial Zoning District</b> <b>Council Report #2 – Public Hearing/2<sup>nd</sup> &amp; 3<sup>rd</sup> Readings</b>	DATE OF MEETING: February 26, 2024  REPORT DATE: February 21, 2024, 11:25 AM
CLEARANCES:  Michael Eger Michael Eger, Director of Planning, Building & Development	ATTACHMENTS:  1. Council Report from January 29, 2024
Written by: Carleen Koroluk - Planner  Carleen Koroluk	
Reviewed by: Jessica Matsalla - City Clerk  Jessica Matsalla	
Approved by: Michael Eger – Acting City Manager  Michael Eger	

### **Summary of History/Discussion:**

Administration’s review and analysis of Bylaw No. 1/2024, a bylaw to amend Zoning Bylaw No. 14/2003 by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning district and adding Special Use Provisions for their use, was presented to Council at the January 29, 2024 Council Meeting. A copy of the report is attached for reference (see Attachment 1).

### **Public Notice:**

The proposed bylaw was advertised and circulated in accordance with the City’s public notification requirements, including advertisement in the local paper, at City Hall and on the City website. Written submissions and persons wishing to speak to the amendment had the opportunity to present to Council during the Public Hearing.

As of the date of this report, Administration has not received any inquiries with regards to the proposed amendment.

### **Planning and Infrastructure Commission**

The application was referred to the Planning and Infrastructure Commission at the February 14, 2024 meeting. The Planning and Infrastructure Commission plays an important part in civic government by providing representation from a broad spectrum of the community to assist City Council in their decision making. City Administration provides recommendations for the Commission to consider which are based on sound land use planning practices, including relevant policies and procedures.



The Commission, however, is not bound by the Administrative recommendation and is free to carry any motion they see fit, including recommendations either to approve, to approve with conditions, or to deny applications.

The Commission was agreeable that there may be locations within the Highway Commercial district that would be favourable for storage compounds/facilities and unanimously carried a recommendation that the zoning amendment application be approved by Council.

**Council Options:**

1. That Bylaw No. 1/2024 be given 2<sup>nd</sup> and 3<sup>rd</sup> Reading.
2. That Bylaw No. 1/2024 be denied for reasons listed by Council.
3. That Administration be provided with alternative direction.

**Administration Recommendation:**

1. That Bylaw No. 1/2024, a Bylaw of the City of Yorkton in the Province of Saskatchewan to amend Zoning Bylaw No. 14/2003 by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning districts and adding Special Use Provisions for their use, be given 2<sup>nd</sup> Reading, this 26<sup>th</sup> day of February, A.D., 2024; and
2. That Bylaw No. 1/2024, a Bylaw of the City of Yorkton in the Province of Saskatchewan to amend Zoning Bylaw No. 14/2003 by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning districts and adding Special Use Provisions for their use, be given 3<sup>rd</sup> Reading this 26<sup>th</sup> day of February, A.D., 2024 and be entered in the City of Yorkton Bylaw Register.

## Attachment 1 – Council Report from January 29, 2024



### REPORTS TO COUNCIL

TITLE: Bylaw No. 1/2024 – Amendment to Zoning Bylaw No. 14/2003 – Addition of Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial Zoning District	DATE OF MEETING: January 29, 2024
	REPORT DATE: January 24, 2024
CLEARANCES: Michael Eger - Director of Planning, Building & Development  Michael Eger	ATTACHMENTS:  1. 465 Broadway Street East 2. Application 3. Applicant Request Letter 4. Zoning Map 5. Public Notice 6. Bylaw No. 1/2024
Written by: Carleen Koroluk - Land Use Planner  Carleen Koroluk	
Reviewed by: Jessica Matsalla – City Clerk  Jessica Matsalla	
Approved by: Lonnie Kaal – City Manager  Lonnie Kaal	

#### Summary of History/Discussion:

Administration was recently contacted by the owner of 465 Broadway Street East to provide zoning compliance confirmation to assist in the sale of the property.

The site, which is zoned C-3 Highway Commercial, contains the primary office/shop building and accessory heated workshop building, in addition to two self serve storage facilities that offer a total of 41 storage units (see Attachment 1).

While the office/shop building and workshop are permitted uses, in reviewing previous zoning bylaws from the time the self serve storage facilities were built (1995 & 1999) as well as current Zoning Bylaw No. 14/2003, it was noted that Storage Compound/Facilities uses were, and continue to be, prohibited uses in the C-3 Highway Commercial zoning district.

Evidence of Development Permits for the storage facilities cannot be located, however, despite being prohibited uses at the times of the original builds, Building Permits were issued for each of the buildings. As such, the storage facilities are currently deemed to be "legal, non-conforming uses". Legal, non-conforming uses may continue to operate, however it is noted that they do not conform to current zoning regulations and expansions and/or alterations are not permitted.

The potential purchaser has expressed interest in building additional storage facilities at the location and has requested confirmation that additional units would be allowed by the City.

Zoning Amendment – Bylaw No. 1/2024 – Add'n of Storage Compounds/Facilities as DU in C-3  
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## Attachment 1, continued

### Administrative Review

Under Zoning Bylaw No. 14/2003 (the Bylaw), Storage Compounds/Facilities are defined as *“A development used for the enclosed interior or screened and enclosed exterior storage of vehicles, personal items, or products.”*

Storage Compounds/Facilities are Permitted Uses only in the MI-1 Light Industrial and are Discretionary Uses in the CMI-1 Commercial-Industrial Transitional and MXURB Mixed Use Residential-Business zoning districts. These two districts are typically located along Myrtle Avenue (CMI-1) and Broadway Street West (MXURB) (see Attachment 4).

The purpose of the C-3 Highway Commercial zoning district is to provide for commercial development in areas along major access routes at entry points to the City. Administration is hesitant to propose adding Storage Compounds/Facilities as Permitted Uses as they may be incompatible with other permitted highway commercial uses. However, there may be suitable locations for this use in select areas of the Highway Commercial zoning district, for example certain sites along service roads rather than main roads.

As such, under suggestion from Planning Services, the property owner has submitted an application to amend the Zoning Bylaw to allow for Storage Compounds/Facilities as Discretionary Uses within the C-3 Highway Commercial zoning district (see Attachment 2 and 3).

While not guaranteeing that additional units would be permitted at the subject location, Discretionary Uses are considered on a case by case basis, taking into account the use's potential impact on the specific location and neighbouring uses and they may be permitted at the discretion of City Council.

If the amendment to add Storage Compounds/Facilities as Discretionary Uses in the C-3 zoning district is approved by Council, future applications would be subject to the Discretionary Use process including a Public Hearing to aid Council in their decision making.

As such, Administration is proposing Bylaw No. 1/2024 to amend Zoning Bylaw No. 14/2003 as follows:

#### 1. Adding Special Use Provisions for Storage Compounds/Facilities:

##### **Section 7.13**

##### **Storage Compounds/Facilities**

##### **7.13.1**

Where listed as a Discretionary Use, Storage Compounds/Facilities uses shall be subject to Section 3.5 Development Permit Applications: Discretionary Uses. Consideration shall be given to the presence of activities already located in the area and on the site, and their effect on the surrounding environment. Discretionary Uses and shall be more favourably considered where it can be demonstrated that:

- A) the location of the Storage Compound/Facility is appropriate to the site and that it will have a minimal impact on the surrounding adjacent areas, including, but not limited to:

Zoning Amendment – Bylaw No. 1/2024 – Add'n of Storage Compounds/Facilities as DU in C-3  
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## Attachment 1, continued

- the anticipated levels of noise and odours created by the use;
- the anticipated increased level or types of vehicle traffic, unsafe conditions or situations for vehicles, cyclists or pedestrians;
- the use will have a minimal impact on the amenity of the surrounding zoning district and adjacent areas and that these areas will not be reasonably compromised;
- the character of adjacent residential uses, if applicable, shall be protected and maintained through the provision of buffer areas, separation distances and screening;

B) the use can comply with all applicable Municipal, Provincial and Federal regulations.

### 2. Adding Storage Compounds/Facilities as a Discretionary Use in the C-3 Highway Commercial district:

#### Section 17.1.2.11 – C-3 Highway Commercial Discretionary Uses

#### Public Notice

At this time, should Council wish to proceed with the amendment and give the Bylaw 1<sup>st</sup> Reading, the Public Hearing will be set for February 26, 2024, after which Council may proceed with 2<sup>nd</sup> and 3<sup>rd</sup> Reading if desired.

If the Bylaw is given 1<sup>st</sup> Reading, Planning Services will proceed with the required Public Notice including advertisement in the local newspaper, at City Hall and on the City website. The proposed Public Notice (Attachment 5) and Bylaw (Attachment 6) are attached for Council's consideration.

In addition, the application will also be referred to the Planning and Infrastructure Commission before it is brought back to Council, for their review, input and decision in conjunction with the Public Hearing.

#### Council Options:

1. That Bylaw No. 1/2024, a Bylaw of the City of Yorkton in the Province of Saskatchewan to amend Zoning Bylaw No. 14/2003 by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning districts and adding Special Use Provisions for their use, be given 1<sup>st</sup> Reading, and that Administration be authorized to proceed with the Public Notice process.
2. That Bylaw No. 1/2024, a Bylaw of the City of Yorkton in the Province of Saskatchewan to amend Zoning Bylaw No. 14/2003 by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning districts and adding Special Use Provisions for their use, be denied for reasons as listed by Council;
3. That Administration be provided with alternative direction.

Zoning Amendment – Bylaw No. 1/2024 – Add'n of Storage Compounds/Facilities as DU in C-3  
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## Attachment 1, continued

### Administrative Recommendation:

That Bylaw No. 1/2024, a Bylaw of the City of Yorkton in the Province of Saskatchewan to amend Zoning Bylaw No. 14/2003 by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning districts and adding Special Use Provisions for their use, be given 1<sup>st</sup> Reading, and that Administration be authorized to proceed with the Public Notice process.

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**Attachment 1, continued**

**Attachment 1 – 465 Broadway Street East – Existing Self Storage Units**



**465 Broadway Street East**



**Primary Combined Office/Shop Building and Accessory Workshop Building**




**Self Service Storage Facilities – 41 total units**

**Zoning Amendment – Bylaw No. 1/2024 – Add'n of Storage Compounds/Facilities as DU in C-3**  
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Attachment 1, continued

\*All redactions done are pursuant to Section 23 of LAFOIPP

Attachment 2 – Application for Zoning Bylaw Amendment

 <b>City of Yorkton</b>	<b>City of Yorkton</b> <small>Box 401 17 Third Avenue North Yorkton, Saskatchewan S4N 7W3 Phone 306 206 1240 Fax 306 206 5400 www.yorkton.ca</small>
<b>SCHEDULE D – FORMS</b> <b>ZONING BYLAW AMENDMENT APPLICATION</b>	
<b>PROPERTY OWNER</b>	
Name: <u>Cyndy Mundt</u> Company: <u>D.R. Auto Extras</u>	
Mailing Address: <u>Box 23024 Yorkton S4N 4B2</u>	
Phone Number: Day (306) <u>786-2886</u> Alternate (306) <u>[REDACTED]</u>	
Fax ( ) _____ E-mail: <u>[REDACTED]</u>	
<b>APPLICANT (IF DIFFERENT FROM OWNER)</b>	
Name: _____ Company: _____	
Mailing Address: _____	
Phone Number: Day ( ) _____ Alternate ( ) _____	
Fax ( ) _____ E-mail: _____	
<b>AFFECTED PROPERTY (WHERE APPLICABLE)</b>	
Lot(s) <u>D</u> Block: _____ Plan No: <u>72Y01099</u> Other: _____	
Civic Address: <u>465 + 467 Broadway St E Yorkton</u>	
<b>PURPOSE OF AMENDMENT</b>	
<input checked="" type="checkbox"/> Reasons for proposed amendment attached to application form	
<b>TERMS AND CONDITIONS:</b>	
I hereby make application for an amendment to the Zoning Bylaw under the provisions of Zoning Bylaw No. 14/2003. I understand that, in addition to what is provided on this form, I may be required to provide additional information, dependant upon the nature of the proposed amendment.	
<u>C. Mundt</u> Signature of Property Owner	<u>Jan 2-2024</u> Date
_____ Signature of Applicant (if different from Owner)	_____ Date
<b>FOR OFFICE USE ONLY</b>	
Fees: \$ _____ <input type="checkbox"/> Paid Bylaw No. _____ Application No. _____	
Date Received (Complete) _____ Received By _____	
Current Zoning: _____	
1 <sup>st</sup> Reading: _____ 2 <sup>nd</sup> Reading: _____ 3 <sup>rd</sup> Reading: _____	
<b>COLLECTION AND USE OF PERSONAL INFORMATION</b>	
<small>The personal information being collected on this form is for the purposes of processing and acting upon this application in accordance with the Planning and Development Act, 2007, and is protected by the privacy provisions of the Local Authorities Freedom of Information and Protection of Privacy Act. The City will not share your personal information for purposes outside of those stated without your permission in writing, unless there is a specific exemption stated in the Planning and Development Act, 2007 or Local Authorities Freedom of Information and Protection of Privacy Act.</small>	
<small>Updated: March 2016</small>	<small>Page 1 of 1</small>

## Attachment 1, continued

### Attachment 3 – Applicant Request Letter

Jan 2, 2024

City of Yorkton

Zoning Bylaw Amendment

As the current owners of D. R. Auto Extras Inc. located at 465 Broadway Street East we are in the process of selling our property. During this process we have discovered that our current storage rental business is “Legal Non-Conforming” meaning, we are considered legal and can continue to be used as storage buildings, but they don’t conform to today’s zoning bylaw (no.14/2003)

We are asking for Council to amend the bylaw (no.14/2003) to add storage compound/facilities be added as Discretionary Uses to the C-3 highway commercial zoning district to allow for the consideration of future storage units at 465 Broadway Street East.

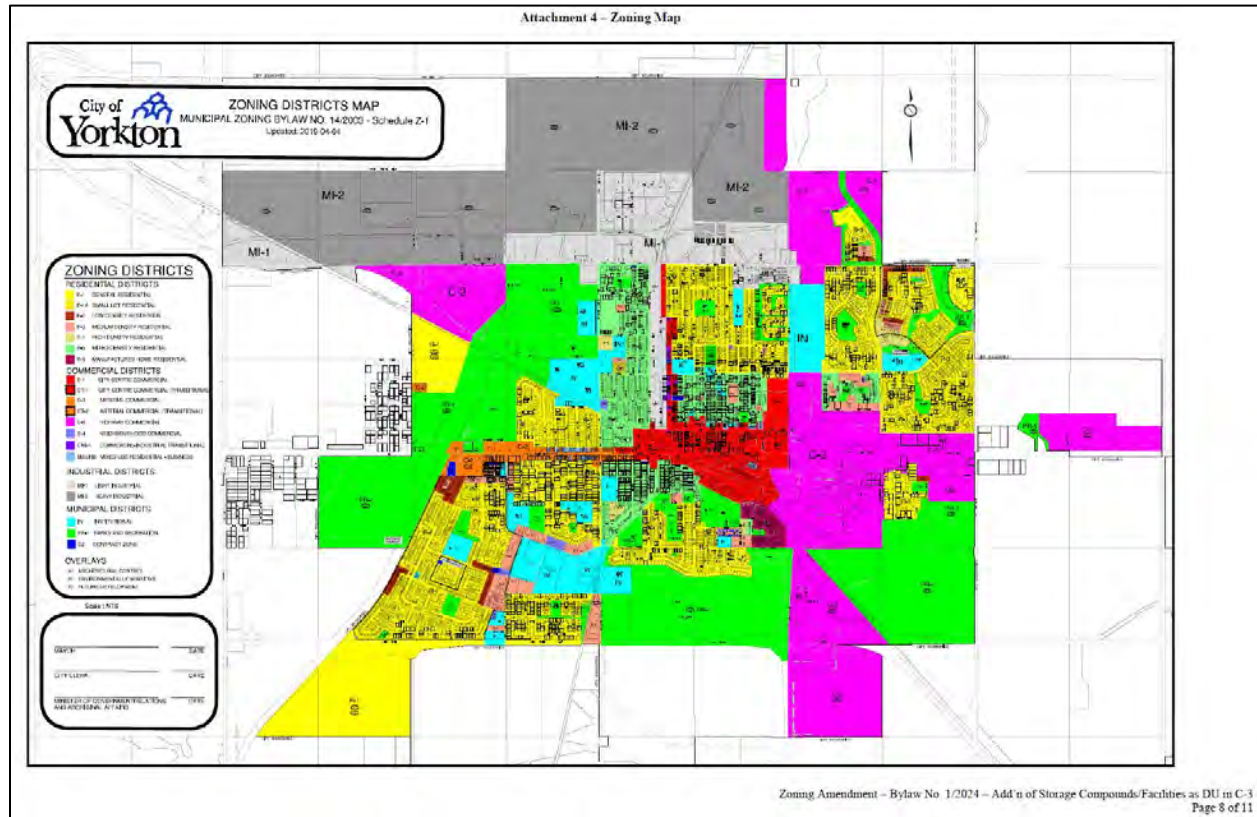
Thank you for your consideration and time in this matter.

Cyndy Mundt

D R Auto Extras



## Attachment 1, continued



## Attachment 1, continued

### Attachment 5 - Public Notice

## Public Notice

### Proposed Zoning Bylaw Amendment to Amend Text

**Details:** Yorkton City Council will consider Bylaw No. 1/2024, a text amendment to Bylaw No. 14/2003, to add Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning district and add Special Use Provisions for their use.

Pursuant to *The Planning and Development Act, 2007*, the amendment is to be publicly advertised before Council makes their final decision.

**Public Hearing:** City Council will hear all persons who are present and wish to speak to the proposed amendment and all written submissions will be read verbatim, unless the submitter is in attendance to speak on the submission, on **Monday, February 26, 2024 at 5:00 p.m. in City Hall Council Chambers, Yorkton, SK.**

**Written Submissions:** If you wish to provide written comments for Council's consideration, they must be submitted by 9:00 a.m. on Wednesday February 21, 2024. Written submissions must be directed to:

Jessica Matsalla, Director of Legislation and Procedures  
In Person: 37 Third Avenue North, Yorkton, SK  
Via Mail: Box 400, Yorkton, SK S3N 2W3  
Via Email: [jmatsalla@yorkton.ca](mailto:jmatsalla@yorkton.ca)

#### For More Information:

To see the full report on this application, and the proposed bylaw, please visit [www.Yorkton.ca](http://www.Yorkton.ca). Click or tap on the "Council Meetings" link and select "Agenda and Information Package" for the January 29, 2024 Regular Council Meeting. The report will be found in the Information Package that follows the Agenda.



#### Questions regarding the proposed bylaw may be directed to:

Carleen Koroluk, Land Use Planner  
Phone: (306) 786-1727  
Email: [ckoroluk@yorkton.ca](mailto:ckoroluk@yorkton.ca)

Attachment 1, continued

Attachment 6 – Bylaw No. 1/2024

City of Yorkton  
Saskatchewan

Bylaw No. 1/2024

**A Bylaw of the City of Yorkton in the Province of Saskatchewan to Amend Zoning Bylaw No. 14/2003, by adding Storage Compounds/Facilities as Discretionary Uses in the C-3 Highway Commercial zoning district and adding Special Use Provisions for their use.**

**WHEREAS**, pursuant to Sections 46(3) and 69 of *The Planning and Development Act, 2007*, the Council of the City of Yorkton in the Province of Saskatchewan in Council assembled hereby enacts as follows:

That Zoning Bylaw No. 14/2003 be amended by:

1. Adding subsection 7.13 “Storage Compounds/Facilities” as follows:

**Section 7.13**

**STORAGE COMPOUNDS/FACILITIES**

**7.13.1**

Where listed as a Discretionary Use, Storage Compounds/Facilities uses shall be subject to Section 3.5 Development Permit Applications: Discretionary Uses. Consideration shall be given to the presence of activities already located in the area and on the site, and their effect on the surrounding environment.

Discretionary Uses shall be more favourably considered where it can be demonstrated that:

- A) the location of the activity being performed outdoors is appropriate to the site and that it will have a minimal impact on the surrounding adjacent areas, including, but not limited to:
  - the anticipated levels of noise created by the use;
  - the proposed use is not detrimental to the health, safety, convenience or general welfare of persons residing or working in the vicinity or injurious to property, improvements or potential development in the vicinity;
  - the use will have a minimal impact on the amenity of the surrounding zoning district and adjacent areas and that these areas will not be reasonably compromised;
  - the character of adjacent uses, shall be protected and maintained through the provision of buffer areas, separation distances and screening;
  - the anticipated increased level or types of vehicle traffic, unsafe conditions or situations for vehicles, cyclists or pedestrians;



Attachment 1, continued

Attachment 6 – Bylaw No. 1/2024, continued

B) the use can comply with all applicable Municipal, Provincial and Federal regulations.

2. Adding Storage Compounds/Facilities to:

a. 17.1.2.11 – C-3 Highway Commercial Discretionary Uses

This bylaw shall come into force and take effect on the date of final passing thereof.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

Introduced and read a first time this \_\_\_\_ day of \_\_\_\_\_, A.D., 2024.

Read a second time this \_\_\_\_ day of \_\_\_\_\_, A.D., 2024.

Read a third time and adopted this \_\_\_\_ day of \_\_\_\_\_, A.D., 2024.

\_\_\_\_\_  
Amend Zoning Bylaw No. 14/2003 – Add'n of Storage Compounds/Facilities as DU in C-3  
Bylaw No. 1/2024  
Page 2 of 2

Zoning Amendment – Bylaw No. 1/2024 – Add'n of Storage Compounds/Facilities as DU in C-3  
Page 11 of 11



f t y @YORKTONFILM  
49 SMITH STREET EAST, YORKTON, SK S3N 0H4  
306.782.7077 INFO@YORKTONFILM.COM  
WWW.YORKTONFILM.COM

February 15, 2024

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

RECEIVED  
FEB 15 2024  
CITY CLERK'S OFFICE  
CITY OF YORKTON

RE: Yorkton Film Festival  
2024 Funding Request

The Yorkton Film Festival continues to serve the Yorkton community for 77 years, since 1947. With the support of the City of Yorkton, looks forward too many more years of providing Canadian short film to audiences in Yorkton and across the country.

Please accept this letter and the enclosed required information as the request for the support of \$15,000.00 for 2024.

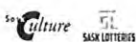
On behalf of the Yorkton Film Festival Board of Directors we thank you for the continued support.

We hope to see you at the upcoming festival, May 23 to 26, 2024.

Information enclosed:

- Proof of two million dollars (\$2M) of active liability insurance;
- Budget outlining the planned revenues and expenditures for 2023/2024;
- Financial statement from previous year, 2022/23.

Kind regards,  
Mr Ron Irvine  
CoChairperson



**Policy Number:** 0183508CL01

## Policy Declarations

**Insured Name** Yorkton Short Film & Video Festival Inc  
**Mailing Address** 49 Smith Street E  
Yorkton SK S3N 0H4

**Policy Period** **EFFECTIVE DATE** March 1, 2023 12:01 a.m. standard time at  
the postal address of the  
**EXPIRY DATE** March 1, 2024 Named Insured stated herein.

**Transaction Effective Date** March 1, 2023 **Transaction Type** Renewal  
**Insured Operation** Administration Office  
**Broker** Westland Insurance Group Ltd.  
131 Palliser Way PO Box 758 Yorkton SK S3N 4C6  
**Broker No.** 2900  
**Total Policy Premium** \$834 **Minimum Retained Policy Premium** \$500  
**Billing Method** Broker Bill

In witness whereof the Insurer has duly executed this policy, provided however that this policy shall not be valid or binding unless countersigned by a duly Authorized Representative of the Insurer.

  
\_\_\_\_\_  
President & Chief Executive Officer

**This policy contains a clause(s) that may limit the amount payable**



**Insured:** Yorkton Short Film & Video Festival Inc

**Broker:** Westland Insurance Group Ltd.

## OUR HISTORY

Thank you for choosing Wynward Insurance Group. Please find attached your policy documents.

At Wynward, we pride ourselves on over a century of insuring Canadian businesses with innovative products and services, combined with insightful risk management. We embrace the same strategy today that we have since 1920 – to provide our customers with peace of mind.

## OUR FINANCIAL STRENGTH

Wynward Insurance Group proudly carries a Financial Strength Rating of A (Excellent) from A.M. Best Company, the world's oldest and most authoritative insurance rating agency.

Our A (Excellent) rating signifies our strong balance sheet, solid operating performance, sound underwriting principles and unwavering commitment to customer service.

## OUR COMMITMENT

Wynward understands that suffering a loss can be a traumatic and stressful event. We have an experienced and dedicated claims team who will work with you to get you back up and running. Follow these steps to get there as quickly and efficiently as possible.

1. Contact your insurance broker immediately. They will know the details of your policy coverage and will be able to advise you. If you need to report a claim outside of regular business hours, please call our 24 hour emergency response line at 1-800-665-3351.
2. Your broker will then connect you with us, or alternatively you can email us directly at [newclaims@wynward.com](mailto:newclaims@wynward.com).
3. Our Claims Team will then assist you in gathering all the information needed to move forward with your claim.

## OUR YEAR AHEAD

This year you may notice new Communicable Disease Exclusion endorsements on your insurance policy. We have also amended coverage extensions in our Extended Business Income wording, namely the removal of the Negative Publicity coverage extension and adding a limit to the Mortgage Rate Guarantee coverage extension. Finally, we have added a distance requirement to both the Off Premises Power Interruption coverage extension and the Stock Spoilage – Off Premises Power Interruption coverage extension contained in our Premium Property Extension wording.

If you have any questions about these changes, or any other coverages on your policy, please contact your broker.

**Policy Number:** 0183508CL01

## Property Coverages

**Location Number:** 1

**Location Address:** 49 Smith Street E, Yorkton, SK S3N 0H4

**Premises Occupied As:** Administration Office

FORM	COVERAGES	LIMIT OF INSURANCE	DEDUCTIBLE	VALUATION	CO- INSURANCE	PREMIUM
10500	Commercial Building, Equipment and Stock Broad Form Contents	\$25,000	\$1,000	Replacement Cost	90%	\$184
10012	Replacement Cost					Included
11563	Limited Business Income - Indemnity Period: 12 Months	\$25,000			80%	Included
10495	Premium Property Extension		\$1,000			
						<b>TOTAL PREMIUM: \$184</b>



**Policy Number:** 0183508CL01

## Property Enhancements

### PREMIUM PROPERTY EXTENSION COVERAGE SUMMARY

ITEM	COVERAGE EXTENSION	LIMIT OF INSURANCE
1	Accounts Receivable	\$100,000
2	Additional Limits Protection	\$25,000
3	Automatic Fire Suppression System Recharge Expense	\$25,000
4	Brands and Labels	\$50,000
5	Building By-Laws	Included
6	Conviction Reward	\$10,000
7	Debris Removal	\$50,000
8	Electronic Data Processing Equipment	\$25,000
	Electronic Data Processing Media	\$25,000
	Electronic Data Processing Breakdown	\$5,000
	Electronic Data Processing Off Premises Coverage	\$5,000
9	Exhibition Floater	\$50,000
10	Exterior Signs	\$50,000
11	Extra Expense	\$50,000
12	Fine Arts	\$25,000
13	Fire Department Service Charges	\$50,000
14	Glass	Included
15	Infestation	\$10,000
16	Inflation Protection	Included
17	Installation Floater	\$25,000
18	Land and Water Pollution Cleanup	\$25,000
19	Master Key	\$25,000
20	Newly Acquired Locations (60 days reporting)	
	Building	\$1,000,000
	Contents	\$500,000
21	Off Premises Power Interruption	\$25,000
22	Peak Season Increase	25% of Stock/Maximum \$100,000
23	Personal Property of Officers and Employees	\$2,500/person, \$25,000 per occurrence
24	Professional Fees	\$25,000
25	Sales Samples	\$25,000
26	Stock Spoilage	\$25,000
	including Off Premises Power	\$10,000
27	Temporary Locations	\$25,000
28	Tenants Leasehold Interest	\$10,000
29	Transit	\$50,000
30	Valuable Papers and Records	\$50,000

**Policy Number:** 0183508CL01

## Liability Coverages

BUSINESS OPERATIONS	CODE	COUNTRY	RATING BASIS	RATING AMOUNT	RATING METHOD	RATE	MINIMUM RETAINED PREMIUM	PREMIUM
---------------------	------	---------	--------------	---------------	---------------	------	--------------------------	---------

Administration Office and Planning for Yorkton Short Film & Video Festival	6610-1	Canada			Flat			\$650
---	--------	--------	--	--	------	--	--	-------

FORM	COVERAGES	LIMIT OF INSURANCE	DEDUCTIBLE	PREMIUM
40000	Commercial General Liability			
	Each Occurrence	\$2,000,000	\$1,000	\$650
	General Aggregate	\$5,000,000		Included
	Medical Payments	\$25,000		Included
	Personal and Advertising Injury	\$2,000,000		Included
	Products-Completed Operations Aggregate	\$2,000,000		Included
	Tenants Legal Liability	\$2,000,000	\$1,000	Included
30006	S.P.F. No. 6 – Standard Non-Owned Automobile Policy	\$2,000,000		Included
SEF96	S.E.F. No. 96 Contractual Liability Endorsement			Included
SEF99	S.E.F. No. 99 Excluding Long Term Leased Vehicle Endorsement			Included
10120	Completed Operations Endorsement			Included
10158	Limitation of Coverage to Designated Operations			
10103	Limitation of Coverage to Designated Premises			
10139	Employee Benefit Liability Endorsement			
	Each Occurrence Limit	\$1,000,000	\$1,000	Included
	Aggregate Limit	\$1,000,000		
10179	Blanket Additional Insured Endorsement			Included
10548	Other Insurance – Primary Non-Contributory			Included

**TOTAL PREMIUM: \$650**

**Policy Number:** 0183508CL01

## Other Endorsements

FORM	COVERAGES	LIMIT OF INSURANCE	DEDUCTIBLE	PREMIUM
20600	Communicable Disease Exclusion Endorsement			
				<b>TOTAL PREMIUM:</b>



# Westland Insurance Group Ltd.

131 Palliser Way

PO BOX 758

Yorkton SK S3N 2W8

PHONE: 306-783-4477

EMAIL: Yorkton@westlandinsurance.ca

WEBSITE: www.westlandinsurance.ca

## INVOICE

Account	YORKS03
Policy	0183508CL01
Invoice	484639
Date	Jan 23, 2023
Page	1

Yorkton Short Film & Video Festival Inc  
49 Smith St E  
Yorkton SK S3N 0H4

Account Executive
Westland Insurance Group Ltd.

Account Representative
Jessica Sorensen

Client Name
Yorkton Short Film & Video Festival Inc

Policy Number
0183508CL01

Policy Period
Mar 01 2023 - Mar 01 2024

Trans Type	Bill	Effective	Company	Description	Amount
Renewal	A	Mar 01 2023	WYNWARD Insurance Group	Wynward Commercial Insurance Renewal 2023-2024 Term (0183508CL01) Saskatchewan Sales Tax	\$834.00 \$50.04

Visa and Mastercard Accepted.

Invoice Total

\$884.04

We are pleased to enclose your Commercial Insurance renewal with coverage as shown for the 2023-2024 term. Should you have any questions or require any changes, please call. We appreciate your business! Thank you!

Q.

Thank You

Westland Insurance Group Ltd. 306-783-4477	Invoice Number 484639	Due Date Mar 01 2023
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**Yorkton Short Film & Video Festival Inc.**

**FINANCIAL STATEMENTS**

**Year Ended July 31, 2023**

# Yorkton Short Film & Video Festival Inc.

Yorkton, Saskatchewan

July 31, 2023

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Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flow	6
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Schedules to Financial Statements	11-12



## Independent Auditors' Report

To the Board of Directors  
Yorkton Short Film & Video Festival Inc.

### *Opinion*

We have audited the financial statements of Yorkton Short Film & Video Festival Inc., (the organization), which comprise the Statement of Financial Position as at July 31, 2023 and the Statements of Operations, Changes in Net Assets and Cash Flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at July 31, 2023, and results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the financial statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the organization's financial reporting process.



# Yorkton Short Film & Video Festival Inc.

Yorkton, Saskatchewan

Statement of Financial Position as at July 31, 2023

	Operating Fund	Ruth Shaw Award Fund	2023 Total	2022 Total
<b>Assets</b>				
<b>Current Assets</b>				
Cash and cash equivalents	351,584	1,019	352,603	245,092
Accounts receivable - note 3	10,523		10,523	17,880
Accrued interest receivable		239	239	239
Prepaid expenses	2,360		2,360	2,360
Interfund due from/to - note 4	<u>2,000</u>	<u>( 2,000)</u>		
	<u>366,467</u>	<u>( 742)</u>	<u>365,725</u>	<u>265,571</u>
<b>Long-Term Investments - note 5</b>	<u>0</u>	<u>12,297</u>	<u>12,297</u>	<u>11,939</u>
	<u>\$ 366,467</u>	<u>\$ 11,555</u>	<u>\$ 378,022</u>	<u>\$ 277,510</u>
<b>Liabilities and Net Assets</b>				
<b>Current Liabilities</b>				
Accounts payable	<u>5,027</u>	<u>0</u>	<u>5,027</u>	<u>4,940</u>
<b>Net Assets</b>				
Unrestricted net assets	361,440		361,440	260,635
Restricted net assets		11,555	11,555	11,935
	<u>361,440</u>	<u>11,555</u>	<u>372,995</u>	<u>272,570</u>
	<u>\$ 366,467</u>	<u>\$ 11,555</u>	<u>\$ 378,022</u>	<u>\$ 277,510</u>

Approved on behalf of the board:

Ron Irvine Ron Irvine - CoChair

Joanne McDonald Joanne McDonald - CoChair



**Yorkton Short Film & Video Festival Inc.**

Statement of Changes in Net Assets  
For the year ended July 31, 2023

	2023	2022
<b>Unrestricted Net Assets</b>		
Balance, beginning of year	260,635	219,216
Add: Excess of revenue over expenses for the year	<u>100,805</u>	<u>41,419</u>
Balance, end of year	<u>\$ 361,440</u>	<u>\$ 260,635</u>
<b>Restricted Net Assets</b>		
Balance, beginning of year	11,935	12,336
Add: Excess (deficiency) of revenue over expenses for the year	<u>( 380)</u>	<u>( 401)</u>
Balance, end of year	<u>\$ 11,555</u>	<u>\$ 11,935</u>

*The notes to financial statements are an integral  
part of these financial statements.*

# Yorkton Short Film & Video Festival Inc.

## Statement of Operations For the year ended July 31, 2023

	Budget (Note 9)	Operating Fund	Ruth Shaw Award Fund	2023 Total	2022 Total
<b>Revenue</b>					
Festival sponsorship	40,000	64,435		64,435	61,379
Grants - Sask. Arts Board					
Association	53,000	53,000		53,000	53,000
Grants - Telefilm Canada	22,045	52,045		52,045	42,045
Grants - Lottery	2,560	7,560		7,560	7,560
Grants - City of Yorkton	15,000	25,767		25,767	25,664
Grants - other	50,000	77,712		77,712	26,657
COVID-19 programs - CEWS					24,834
Advertising - program and flyer	8,000	5,805		5,805	4,491
Conference registration fees	16,000	23,855		23,855	17,021
Film and video entry fees	15,200	14,300		14,300	13,919
Fundraising	6,000	10,055		10,055	2,728
Interest income	800	4,762	370	5,132	1,007
	<u>228,605</u>	<u>339,296</u>	<u>370</u>	<u>339,666</u>	<u>280,305</u>
<b>Expenses - pages 11-12</b>					
Adjudication process	3,750	3,800		3,800	3,200
Advertising	9,650	8,341		8,341	11,934
Film and video program					
development	32,600	41,851		41,851	36,392
Golden Sheaf Awards					
competition	22,250	25,215	750	25,965	24,999
Membership communication	400	503		503	508
Office	8,900	20,082		20,082	19,270
Other	6,150	9,540		9,540	9,227
Salaries	119,050	105,247		105,247	107,234
Software and equipment	6,500	6,119		6,119	5,155
Special events/fundraising	18,200	17,101		17,101	20,724
Travel and meetings	1,000	692		692	644
	<u>228,450</u>	<u>238,491</u>	<u>750</u>	<u>239,241</u>	<u>239,287</u>
<b>Excess (Deficiency) of Revenue over Expenses for the Year</b>	<u>\$ 155</u>	<u>\$ 100,805</u>	<u>\$ ( 380)</u>	<u>\$ 100,425</u>	<u>\$ 41,018</u>

The notes to financial statements are an integral  
part of these financial statements.

# Yorkton Short Film & Video Festival Inc.

Statement of Cash Flow  
For the year ended July 31, 2023

	2023	2022
<b>Cash Provided By (Used In):</b>		
Operations		
Excess of revenue over expenses for the year	100,425	41,018
Net change in working capital	<u>7,444</u>	<u>( 37,718)</u>
	107,869	3,300
Investing activities		
Additions to long-term investments	<u>( 358)</u>	<u>( 348)</u>
<b>Net Cash Increase for the Year</b>	107,511	2,952
Cash position, beginning of year	<u>245,092</u>	<u>242,140</u>
<b>Cash Position, End of Year</b>	<u>\$ 352,603</u>	<u>\$ 245,092</u>
<b>Represented By:</b>		
Cash and cash equivalents	<u>\$ 352,603</u>	<u>\$ 245,092</u>
Net change in working capital consists of:		
Decrease (increase) - accounts receivable	7,357	( 2,521)
- prepaid expenses	-	( 256)
Increase (decrease) - accounts payable	87	3,603
- other current liabilities	<u>-</u>	<u>( 38,544)</u>
	<u>\$ 7,444</u>	<u>\$( 37,718)</u>

*The notes to financial statements are an integral  
part of these financial statements.*

## Yorkton Short Film & Video Festival Inc.

Notes to Financial Statements  
For the year ended July 31, 2023

---

### 1. Nature of Operations

The organization was incorporated on October 1, 1971 under the Non-Profit Corporations Act of Saskatchewan. The Yorkton Short Film & Video Festival Inc. is a charitable non-profit organization established to encourage knowledge of an interest in film and video art by presenting quality short film video to the public. The organization, as a registered charity, is not subject to income tax.

### 2. Significant Accounting Policies

These financial statements are the responsibility of management and have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO) using the accounting policies as summarized below:

#### (a) Fund accounting

The accounts of the organization are maintained in accordance with the principles of fund accounting. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

##### (i) Operating fund

The operating fund reflects the primary operations of the organization, including grants for operations, sponsorships, fundraisers, entry fees and other unrestricted funds. Expenditures related to the festival, daily operations, fundraisers, board and services related to certain projects funded by sponsors are reported in the operating fund.

##### (ii) Ruth Shaw Award fund

This fund was established in October 2008 to provide a monetary award for the best Saskatchewan production at the Yorkton Short Film & Video Festival. The funds are to be maintained in a dedicated account, and administered by trustees appointed with the consent of Ruth Shaw's family.

#### (b) Cash and cash equivalents

Cash and cash equivalents represents cash on hand and cash held in banks, net of bank overdrafts.

#### (c) Tangible capital assets

Tangible capital assets are expensed in the statement of operations.

## Yorkton Short Film & Video Festival Inc.

Notes to Financial Statements  
For the year ended July 31, 2023

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### 2. Significant Accounting Policies - continued

#### (d) Revenue

The organization follows the restricted fund method of accounting for contributions. Two funds have been established - the operating fund and the Ruth Shaw Award fund. In the operating fund, unrestricted contributions are recognized as revenue in the current period. When contributions are received to fund specifically identified expenses, or to provide operating funding for a specified period of time, the revenue is deferred in the operating fund until the conditions are met.

The Ruth Shaw Award fund recognizes revenue in the period in which the funds are received or as the commitment of funds become known and collection is reasonably assured. Interest revenue is recognized as earned.

Fundraising revenues are recognized as received. Sponsorship revenues are recognized in the year of the sponsored event. Advertising revenues are recognized when the agreed service is provided. Registration and entry fees are recognized in the period of the related event. Interest income is recognized on an accrual basis based on the underlying terms of the investment.

#### (e) Donated materials and services

The organization benefits from the donation of materials and services. These financial statements do not reflect the value of donations-in-kind received in the year.

#### (f) Financial instruments

##### *Measurement of financial instruments*

The organization initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

The organization subsequently measures all its financial assets and liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in excess of revenue over expenses.

##### *Impairment*

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in excess of revenue over expenses. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess of revenue over expenses.

## Yorkton Short Film & Video Festival Inc.

Notes to Financial Statements  
For the year ended July 31, 2023

### 2. Significant Accounting Policies - continued

#### (g) Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the statement of operations in the period in which they became known.

Significant estimates have been made in the following financial statement areas:

- The ultimate ability to collect accounts receivable
- Grant revenues are recognized when management determines that the criteria for earning the funding has been met; however, the final determination of the qualification of expenses for funding commitments is determined by the granting body

	2023	2022
3. <b>Accounts Receivable</b>		
Accounts receivable are comprised of the following item:		
<i>Operating Fund</i>		
Grants and sponsorships receivable	4,498	13,163
Other accounts receivable	4,697	3,109
Goods and services tax rebate receivable	<u>1,328</u>	<u>1,608</u>
	<u>\$ 10,523</u>	<u>\$ 17,880</u>

### 4. Interfund Due From/To

Interfund balances bear no interest and have no fixed terms of repayment.

### 5. Long-Term Investments

Long-term investments consist of a term deposit bearing interest at 3.0%, maturing November 2023.

### 6. Tangible Capital Assets Charged to the Statement of Operations

Tangible capital assets not recorded on the statement of financial position include furniture, fixtures and equipment, computer hardware, computer software and leasehold improvements. In the current year, the organization purchased \$3,863 in computer hardware, \$623 of which is recognized as a component of office supplies expense, and \$3,240 is included in software and equipment expense.

### 7. Operating Loan

The organization has a demand operating line-of-credit available to a maximum of \$12,000 with the Cornerstone Credit Union. Interest is payable monthly at the rate of prime plus 1.5% per annum. The operating loan is secured by a general security agreement.



## **Yorkton Short Film & Video Festival Inc.**

Notes to Financial Statements  
For the year ended July 31, 2023

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### **8. Risks Arising from Financial Instruments**

The organization is exposed to various risks through its financial instruments. The following analysis presents the organization's risk exposure and concentrations at the reporting date.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's exposure to credit risk is not considered significant, as its grants receivable are substantially all directly, or indirectly, from government granting sources.

Liquidity risk is the risk that an organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable.

### **9. Budget**

The figures shown under the "Budget" column in the statement of operations are provided for information purposes only and have not been audited.

### **10. Saskatchewan Arts Board Funding**

The amount reported in these financial statements as grant revenue from the Saskatchewan Arts Board is made up of a combination of Lottery and Non-Lottery funding. This is made possible through the Partnership Agreement between the Saskatchewan Arts Board and SaskCulture Inc., which is the trustee for the Culture Section of Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. Under the terms of this agreement for the applicable period, SaskCulture allocated a specified amount of Lottery funds to the Saskatchewan Arts Board as a portion of the total envelope of funds available for the program(s) through which this grant was adjudicated and approved.

# **Yorkton Short Film & Video Festival Inc.**

## Schedules to Financial Statements

For the year ended July 31, 2023

	Budget (Note 9)	2023	2022
<b>1. Adjudication Process</b>			
Honorarium	3,200	3,800	3,200
Shipping	<u>550</u>		
	<u>\$ 3,750</u>	<u>\$ 3,800</u>	<u>\$ 3,200</u>
<b>2. Advertising</b>			
Advertising	3,900	2,935	5,367
Printing	250	201	
Program book	2,200	4,446	3,269
Signage	2,000	326	2,783
Website	<u>1,300</u>	<u>433</u>	<u>515</u>
	<u>\$ 9,650</u>	<u>\$ 8,341</u>	<u>\$ 11,934</u>
<b>3. Film and Video Program Development</b>			
Conference and workshops	22,200	28,501	26,788
Equipment rental	4,000	3,710	2,254
Facilities	2,400	4,640	2,350
Mentorship program	<u>4,000</u>	<u>5,000</u>	<u>5,000</u>
	<u>\$ 32,600</u>	<u>\$ 41,851</u>	<u>\$ 36,392</u>
<b>4. Golden Sheaf Awards Competition</b>			
Awards - cash	1,750	1,000	1,750
Awards - Golden Sheaf trophies	9,500	10,895	7,559
Production	<u>11,000</u>	<u>13,320</u>	<u>15,690</u>
	<u>\$ 22,250</u>	<u>\$ 25,215</u>	<u>\$ 24,999</u>
<b>5. Membership Communication</b>			
Subscriptions and memberships	<u>\$ 400</u>	<u>\$ 503</u>	<u>\$ 508</u>
<b>6. Office</b>			
Copier lease and paper	1,000	279	63
Insurance	1,600	1,714	1,636
Postage, freight and courier	900	745	884
Rent		10,511	10,410
Supplies and stationery	2,200	3,608	3,114
Telephone and fax	<u>3,200</u>	<u>3,225</u>	<u>3,163</u>
	<u>\$ 8,900</u>	<u>\$ 20,082</u>	<u>\$ 19,270</u>

*The notes to financial statements are an integral  
part of these financial statements.*



# **Yorkton Short Film & Video Festival Inc.**

Schedules to Financial Statements  
For the year ended July 31, 2023

	Budget (Note 9)	2023	2022
<b>7. Other</b>			
Data processing fees	1,300	2,485	1,996
Interest and bank charges	100	40	571
Professional fees - audit and legal	4,700	7,015	6,660
Repairs and maintenance	50		
	<u>\$ 6,150</u>	<u>\$ 9,540</u>	<u>\$ 9,227</u>
<b>8. Salaries</b>			
Contract staff	3,000	11,154	13,225
Payroll processing fees	550	558	562
Salaries and wages	108,000	86,463	85,707
Staff training	300		
Wage benefits	7,200	7,072	7,740
	<u>\$ 119,050</u>	<u>\$ 105,247</u>	<u>\$ 107,234</u>
<b>9. Special Events/Fundraising</b>			
Conference catering	10,000	17,047	20,724
Fundraising	8,000	54	
Movie Night	200		
	<u>\$ 18,200</u>	<u>\$ 17,101</u>	<u>\$ 20,724</u>
<b>10. Travel and Meetings</b>			
Board and executive meetings			57
Other	1,000	692	587
	<u>\$ 1,000</u>	<u>\$ 692</u>	<u>\$ 644</u>

*The notes to financial statements are an integral  
part of these financial statements.*

**YORKTON SHORT FILM FESTIVAL & VIDEO FESTIVAL INC.**  
**BUDGET AUGUST 1, 2023 - JULY 31, 2024**

Grants - SA	53,000
Grants- Telefilm Canada	20,000
Grants- City of Yorkton	15,000
Grants - other	50,000
Donations/Corporate Sponsors	50,000
Film and Video Entry Fees	15,200
Award Sponsorship	5,000
Registration Fees	20,000
Advertising	8,000
Lottery semi-annual	2,560
Interest	800
Fundraising	5,000

<b>TOTAL REVENUES</b>	<b>244,560</b>
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**EXPENSES**

**Administration**

Wages	100,000
Payroll Processing	700
Contract Staff	8,000
Supplies & Stationery	2,200
Postage/Courier	900
Telephone/Internet	3,200
Insurance	1,600
Professional Development	300
Copier	1,000
Audit & Legal	4,700
Bank Exchange	100
Interest & Bank Charges	300
Film Freeway Fee	1,000
Maintenance & Repair	50
Staff Benefits	7,200
<b>Total</b>	<b>131,250</b>

**Travel & Meetings**

Board travel	4,000
Staff travel	1,000
<b>Total</b>	<b>5,000</b>

**Membership/Communications**

Memberships/Subscriptions	600
<b>Total</b>	<b>600</b>

**Adjudication Process**

Jury - Shipping	550
Jury Honorariums	4,000
<b>Total</b>	<b>4,550</b>

#### **Golden Sheaf Awards**

Awards - Cash	1,750
Award Trophies/Showreel	10,500
<b>Total</b>	<b>12,250</b>

#### **Marketing**

Advertising	2,500
Printing	1,000.00
Creative	2,400
Website	1,300
Signage	1,000
Program Book	2,200
<b>Total</b>	<b>10,400</b>

#### **Festival Programming**

Conf/Wksp Travel	12,000
Conf/Wksp Accomodation	11,000
Conf/Food Catering	14,000
Equipment Rental	4,600
Facility Rental	4,700
<b>Total</b>	<b>46,300</b>

#### **Festival Activities**

GSA Gala	11,000
Shuttle Vans	2,500
<b>Friday Event</b>	<b>8,000</b>
<b>Total</b>	<b>21,500</b>

#### **Special Events/Fundraising**

RBC Mentorship	5,000
Screenings	200
<b>Total</b>	<b>5,200</b>

#### **Capital Equipment**

Equipment and Software	2,500
<b>Total</b>	<b>6,500</b>

<b>TOTAL EXPENSES</b>	<b>243,550</b>
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<b>NET</b>	<b>1,010</b>
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## REPORT TO COUNCIL

<b>TITLE:</b> Building Bylaw No. 2/2024 – Replace Building Bylaw No. 4/2017	<b>DATE OF MEETING:</b> February 26, 2024  <b>REPORT DATE:</b> February 21, 2024
<b>CLEARANCES:</b>	<b>ATTACHMENTS:</b> <ol style="list-style-type: none"> <li>1. Public Notice</li> <li>2. Draft Bylaw No. 2/2024</li> <li>3. Bylaw No. 4/2017</li> </ol>
Written by: Michael Eger, Director of Planning, Building & Development  <b>Michael Eger</b>	
Reviewed by: Jessica Matsalla – City Clerk  <b>Jessica Matsalla</b>	
Approved by: Michael Eger – Acting City Manager  <b>Michael Eger</b>	

### **Summary of History/Discussion:**

*The Construction Codes Act* (the “CC Act”) was adopted by the Province and came into force on January 1, 2022. The CC Act replaced the *Uniform Building and Accessibility Standards Act* (the “UBAS Act”) as the legislation which governs the construction and occupancy of buildings in Saskatchewan, and which requires the City to enact a Building Bylaw. Cities were given a long grace period, until January 1, 2029, to update their bylaws to replace UBAS Act references with those contained in the CC Act. The Building Services Division was therefore able to delay these updates until other updates were required.

Recently, the City has been asked by the applicant of a large construction project for Building Permit fee relief. This can only be achieved by changing the Building Bylaw. All of this comes as the Province has renewed contemplation of an Alternative Compliance Model (ACM) for inspecting very large (or “mega”) building projects. The ACM would potentially establish a process whereby contracted engineers and architects, instead of municipally appointed Building Officials, would inspect work for mega construction projects such as mines or grain processing facilities. It is understood that the push behind the ACM is borne out of opposition to high Building Permit fees for these projects and, in the case of some small urban or rural municipalities, a poor level of service in consideration of those fees.

In response to the ACM, City Administration would rather pursue a fee reduction for mega projects than entertain an undefined and untested building inspection and compliance program, and the pitfalls therein. Retaining the current inspection and compliance model would further help us strengthen relationships with large businesses in our City and mitigate our risk and ongoing liability which accrues over the life of a building.

## **Fee Review**

The Building Permit fee structure for most projects is typically a flat rate based on construction value. Excluding small residential projects and one and two dwellings, fees in Yorkton have been set at \$5 per \$1,000 of construction value, or 0.5%. Under this structure, the fees for mega projects likely exceeds the ratio of administration, plan review, inspection and liability coverage.

A review of other Saskatchewan cities shows that Yorkton's Building Permit fees are already among the lowest of our peer group. Private sector Building Officials provide services throughout the rest of the Province, and while their fees vary, many of the larger firms also charge fees based on rates of construction value and are understood to be similar to fees shown in the table below.

**Table 1: Building Permit Fees in Saskatchewan Cities**

<b>City</b>	<b>Year</b>	<b>Commercial Fee</b>
Saskatoon	2023	\$10.50 per \$1K
Regina	2023	\$8.00 per \$1K
Prince Albert	2023	\$7.00 per \$1K
Estevan	2017	\$6.00 per \$1K
Humboldt	2013	\$6.00 per \$1K
Moose Jaw	2019	\$6.00 per \$1K
Lloydminster	2012	\$5.50 per \$1K
Weyburn	2023	\$5 per \$1K (min fee of \$2K)
Warman	2012	\$5.00 per \$1K
Martensville	2015	\$5.00 per \$1K
Melfort	2023	\$5.00 per \$1K
<b>Yorkton</b>	<b>2023</b>	<b>\$5.00 per \$1K</b>
North Battleford	2022	\$5.00 per 1K first 100k, \$4.50 per 1K after
Swift Current	2014	\$5.00 per 1K first 100k, \$4.00 per 1K after
Melville	2021	\$4.62 per \$1K

An alternative to flat rate fees would be fee-for-service, but this method would not only increase administrative time to track fees, manage accounts receivable and chase overdue accounts, but would also increase fees for smaller projects that typically demand a disproportionate amount of our staff resources. It also removes the cost certainty that many applicants desire.

For these reasons, Administration would propose a phased regression in our fee structure, with only the largest of projects qualifying for the regressive fee. The proposed structure would halve fees for any construction value exceeding \$5 million, and halve them again for any of the value exceeding \$25 million. Some examples of how this would change fees are shown in the table below.

**Table 2: Examples of Existing & Proposed Fees**

		<b>Current</b>	<b>Proposed</b>	
			\$5/\$1K to \$5M	
			\$2.50/\$1K for \$5M-\$25M	
Project	Construction Value	\$5/\$1K	\$1.25/\$1K after \$25M	Savings to Applicant
Example 1	\$ 5,000,000	\$ 25,000	\$ 25,000.00	\$ -
Example 2	\$ 20,000,000	\$ 100,000	\$ 75,000.00	\$ 25,000.00
Example 3	\$ 50,000,000	\$ 250,000	\$ 106,250.00	\$ 143,750.00

Despite the fees being lower, they would still be commensurate to the City's cost for administration, plan review, inspections and inherent liability. This approach would also make Yorkton an industry leader and help demonstrate our acknowledgment and appreciation of the benefit these large projects provide for our community.

It is noted that the fees for residential projects are assigned value based on floor area. With recent construction cost increases, our existing fee structure will fall behind the market. However, the lack of recent home builds in Yorkton indicates that we should not at this time be adding to home-building costs by increasing fees. As such, residential fees are proposed to remain the same.

### **Other Updates**

The other updates proposed in the new bylaw are to swap out references to the UBAS Act with the CC Act, and to replace references to the National Building Code with the Construction Code. The intent of the Building Bylaw is not affected by these changes.

At the same time, we proposed to remove redundant definitions that are otherwise defined in the CC Act and also the *Construction Code Regulations*. The Building Bylaw already states that definitions are in addition to those contained in the Act and the Regulations, so no change is needed to that wording.

The Ministry of Government Relations, under guidance from the Building and Technical Standards Branch, will have to approve the new bylaw before it comes into force. Building and Technical Standards personnel have provided review and suggested edits for the draft bylaw, giving us confidence in proceeding.

### **Public Notice**

If the Bylaw is given 1<sup>st</sup> Reading, Administration will proceed with the required Public Notice (Attachment 1) including advertisement in the local newspaper, at City Hall and on the City website.

### **Council Options:**

1. That proposed Building Bylaw No. 2/2024 be given 1<sup>st</sup> Reading, and that Administration be authorized to proceed with Public Notice.
2. That council propose changes to Building Bylaw No. 2/2024 before granting 1<sup>st</sup> Reading and authorizing public notice.

3. That Building Bylaw No. 2/2024 be denied for reasons listed by Council.
4. That Administration be provided with alternative direction.

**Administrative Recommendation:**

That Bylaw No. 2/2024, a bylaw of the City of Yorkton in the Province of Saskatchewan to Establish Procedures for the Issuance and Enforcement of Building Permits and to Provide for Fees Thereof, which effectively serves to replace Building Bylaw No. 4/2017, be introduced and given 1<sup>st</sup> Reading this 26<sup>th</sup> day of February A.D., 2024, and that Administration be authorized to proceed with the Public Notice process.



## Public Notice

### **Bylaw No. 2/2024 – Proposed Replacement of Building Bylaw No. 4/2017**

**Details:** Yorkton City Council will consider Building Bylaw No. 2/2024, which is proposed as a replacement to Building Bylaw No. 4/2017. The primary changes proposed in the bylaw are to introduce a regressive (reduced) fee structure for mega projects and to update references to the *Construction Codes Act*. Pursuant to *The Cities Act*, the Bylaw is to be publicly advertised before Council makes their final decision.

**Public Hearing:** City Council will hear all persons who are present and wish to speak to the proposed amendment and all written submissions will be read verbatim, unless the submitter is in attendance to speak on the submission, on **Monday, March 18, 2024 at 5:00 p.m. in City Hall Council Chambers, Yorkton, SK.**

**Written Submissions:** If you wish to provide written comments for Council's consideration, they must be submitted by 9:00 a.m. on Wednesday, March 13, 2024. Written submissions must be directed to:

Jessica Matsalla, Director of Legislation and Procedures  
In Person: 37 Third Avenue North, Yorkton, SK  
Via Mail: Box 400, Yorkton, SK S3N 2W3  
Via Email: [jmatsalla@yorkton.ca](mailto:jmatsalla@yorkton.ca)

**For More Information:**

To see the full report on this application, and the proposed bylaw, please visit [www.Yorkton.ca](http://www.Yorkton.ca). Click or tap on the "Council Meetings" link and select "Agenda and Information Package" for the February 26, 2024 Regular Council Meeting. The report will be found in the Information Package that follows the Agenda.



**Questions regarding the proposed bylaw may be directed to:**

City of Yorkton Building Services Division  
Phone: (306) 786-1710  
Email: [buildingservices@yorkton.ca](mailto:buildingservices@yorkton.ca)

## Attachment 2 – Draft Bylaw No. 2/2024

City of Yorkton  
Saskatchewan

Bylaw No. 2/2024

**A Bylaw of the City of Yorkton in the Province of Saskatchewan to Establish Procedures for the Issuance and Enforcement of Building Permits and to Provide for Fees Thereof**

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**WHEREAS**, pursuant to Part 4, section 17 of *The Construction Codes Act*, a local authority may make a bylaw to administer and enforce permits for building construction and occupancy;

**NOW THEREFORE**, the Council of the City of Yorkton in Council assembled hereby enacts as follows:

1. **Short Title**

This bylaw may be cited as “**The Building Bylaw**”.

2. **Provincial Statutes Notwithstanding**

The regulations in this bylaw are in addition to those contained in *The Construction Codes Act* and *The Building Codes Regulations* and *The Energy Code Regulations* of the Province of Saskatchewan.

3. **Definitions**

Definitions contained in *The Construction Codes Act*, *The Building Code Regulations* and *The Energy Code Regulations* shall apply in this bylaw.

Unless otherwise stated, the words and phrases in this section shall have the following meaning when used in context to this bylaw:

**Accessory building** means a separate building or structure located on the same site as the principal building and includes private detached garages. It does not include a building or structure used for human habitation.

**Alteration** means a change or extension to any matter, thing or occupancy that is regulated by *The Construction Codes Act*, but does not include an addition.

## Attachment 2, continued

**Construction Standards** means the standards described in Part 2 of *The Construction Codes Act*.

**City** means the City of Yorkton.

**Development Permit** means a permit issued by a City of Yorkton Development Officer, that authorizes development or the use of a building or property for the purpose stated in the permit, but does not include a Building Permit.

**Dwelling, Manufactured Home** means a factory constructed transportable single or multiple section detached dwelling conforming to the CAN/CSA A277 or CAN/CSA Z240 MH series certified standards at the time of manufacture designed with steel frame substructure and is ready for residential occupancy upon completion of set-up in accordance with required factory recommended installation instructions including placement on a foundation and connection to utilities.

**Dwelling, Modular** means a finished factory constructed single or multiple section dwelling, detached designed with a wood frame substructure intended to be relocated in modules or as a single unit, assembled and placed on a permanent foundation. Finished means fully enclosed on the exterior and interior but may not include interior painting, taping, and installation of cabinets, floor covering, fixtures, heating system, and exterior finishes.

**Extra Inspection** means an inspection that is requested at a certain stage of construction that is in addition to a typical scheduled inspection conducted by a Building Official.

**Finished Grade** means the elevation of the finished ground surface at the foundation of a building, or at a specific point or any given location on a lot.

**Foundation** means that portion of a building structure that transfers the weight of the building into the ground.

**Local Authority** means the City of Yorkton.

**Lot Grading Plan** means a plan that specifies design elevations, surface gradients, swale locations, and other drainage information required for lot grading.

**Parcel** means any quantity of land, consisting of one or more lots, that is capable of being described with such definiteness that its location and boundaries may be established.

**Redevelopment** means any new construction on a site that has a pre-existing use.

**Replacing** means to take the place of something that already exists.

## Attachment 2, continued

**Secondary Suite** means a self-contained dwelling unit with a prescribed floor area located in a building or portion of a building of only residential occupancy that contains only one other dwelling unit and common spaces, and where both dwelling units constitute a single real estate entity.

**Storage Garage** means a garage exclusively used for the storage of motor vehicles and where no repair facilities are maintained.

**Structure** means anything constructed or erected that is located on or in the ground.

**The Act** means *The Construction Codes Act*.

**The NBC** means the edition and provisions of the National Building Code of Canada, including revisions, errata and amendments to it, declared to be in force pursuant to the Act and the regulations.

**The NECB** means the edition and provisions of the National Energy Code of Canada for Buildings, including revisions, errata and amendments to it, declared to be in force pursuant to the Act and the regulations.

**The Regulations** means *The Building Code Regulations* and *The Energy Code Regulations* as applicable.

**Value of Construction** means the total cost to the owner for the building construction in its completed form and includes the cost of all building work, materials of construction, building systems, labour, overhead and profit of the contractor and subcontractors.



## Attachment 2, continued

### 4. Scope of the Bylaw

4.1 This bylaw applies to matters governed by the following:

- a) The Act;
- b) The Regulations;
- c) The NBC and
- d) The NECB.

### 5. Permits – General

5.1 A Building Permit is required for any work regulated under The Act, The Regulations pertaining to The Act and the latest adopted edition of the NBC and the NECB and shall include but not be limited to:

- a) new building construction;
- b) garages and accessory buildings greater than 10m<sup>2</sup> (107.6ft<sup>2</sup>);
- c) alteration or addition to an existing building or structure;
- d) secondary suites;
- e) decks over 457mm (18 inch) above grade and/or greater than 5.57m<sup>2</sup> (60ft<sup>2</sup>), and roof enclosures over existing or new decks;
- f) basement development of a new or existing dwelling;
- g) swimming pools;
- h) structural changes to existing buildings;
- i) new and used ready to move (RTM) buildings and mobile homes;
- j) change of occupancy or use of an existing building;
- k) demolition of structures greater than 10m<sup>2</sup> (107.6ft<sup>2</sup>); and
- l) demolition of interior commercial spaces designed pursuant to Division B, Part 3 of the NBC as determined by Building Services.

5.2 No property owner or property owner's agent shall work, authorize work or allow work to proceed on a project for which a Building Permit is required unless a valid Building Permit has been issued for the work to be done.

5.3 Anyone who commences work without first obtaining a Building Permit, the permit fee shall be doubled.

5.4 Every application for a Building Permit regarding the construction, erection, placement, alteration, repair, renovation, demolition, relocation, removal, use, occupancy or change of occupancy shall be made to the City and shall be accompanied by the required submittal material as described in Section 11 of this bylaw.

## Attachment 2, continued

5.5 The City may, at its discretion, have plan review, inspection and other services for the purpose of enforcement of The Act and The Regulations provided by Building Officials designated by the Minister, to assist the City pursuant to subsection 16(5) of The Act.

5.6 The City may, at its discretion have plan review, inspection and other services provided by a person, firm or corporation employed under contract to the City.

5.7 The granting of any permit under this bylaw shall not:

- a) Entitle the grantee, his successor or assigns, or anyone on his behalf to erect any building that fails to comply with the requirements of any building restriction agreement, bylaw, and/or statute affecting the property described in the Building Permit; or
- b) Make either the local authority or its authorized representative liable for damages or otherwise by reason of the fact that a building, the construction, erection, placement, alteration, repair, renovation, demolition, relocation, removal, use or occupancy of which has been authorized by Building Permit, does not comply with the requirement of any building restriction agreement, bylaw, and/or statute affecting the site described in the Building Permit.

5.8 It is the responsibility of the owner to ensure that City infrastructure is not damaged during construction or demolition. In the event that City infrastructure is damaged, it is the responsibility of the owner to repair the damages to the current City standard within 30 days of the completion of the construction or demolition.

### 6. Partial Building Permits

6.1 In some cases work on a project may need to be expedited. In such instances an application may be made to issue a Building Permit for only a portion of the work prior to the issuance of a Building Permit for the entire project. In such a case, the applicant is responsible to submit complete plans and specifications for the portion of the work requiring a Building Permit.

6.2 The Building Official shall determine at their discretion, whether or not to issue a Partial Building Permit. Where such a permit is issued, the Building Official gives no assurances that a Building Permit for the remainder of the work will be granted.

6.3 Any work completed under a Partial Building Permit shall be subject to the provisions of this bylaw.

## Attachment 2, continued

6.4 The fee for a Partial Building Permit is based on the value of construction for the work approved by it.

### 7. Demolition Permits

7.1 Any existing building, structure or portion thereof within the City may not be demolished without the approval of a Building Official in the form of a Demolition Permit.

7.2 No Building, Demolition or Removal Permit is required for any residential accessory building which is 10m<sup>2</sup> (107.6 ft<sup>2</sup>) or less. Notwithstanding the foregoing, the construction of same shall conform to all other requirements of The Act, The Regulations, and City bylaws.

7.3 Residential Demolition Permits expire 30 days from the date of issue. No extension shall be granted without re-application and full permit fee payment (Schedule A).

7.4 Non-residential Demolition Permits expire 90 days from the date of issue. A Demolition Permit may be renewed for an additional 30 days upon written approval from a Building Official and payment of the base permit fee (Schedule A).

7.5 The property owner is responsible for obtaining an approved route from the City for the transportation of debris to an approved location.

7.6 The necessary blocking of any street, lane, or sidewalk during demolition must have prior written approval from the City.

7.7 It is the responsibility of the property owner, at their own expense, to supply and maintain any required barricades or fencing in order to protect the public from the demolition work in progress.

### 8. Plumbing Permits

8.1 All plumbing permits are to be obtained per the requirements of the latest edition of *The Plumbing Code Regulations*.

### 9. Occupancy Permits

9.1 No person shall occupy any building without first obtaining an Occupancy Permit from a Building Official.



## Attachment 2, continued

9.2 Every building which requires an Occupancy Permit shall comply with the construction requirements for the occupancy group to be housed therein.

9.3 When an Occupancy Permit is refused, the Building Official shall notify the applicant in writing and shall indicate the reason for the refusal.

### 10. Temporary Occupancy Permits

10.1 The Building Official may issue a Temporary Occupancy Permit for part of a building providing that such temporary occupancy or use would not jeopardize life safety.

10.2 A Temporary Occupancy Permit may be renewed for periods of thirty days. No building shall be occupied under a Temporary Occupancy Permit for a period of more than six months.

10.3 Extra inspections required for the issuance of a Temporary Occupancy Permit are subject to the fees described in Schedule A.

### 11. Required Application Material

11.1 Every application for a Building Permit to construct, erect, place, alter, repair, renovate, or reconstruct a building shall be made to the Building Official and shall include the following:

- a) A completed Building Permit application form;
- b) Two sets of plans for one and two unit dwellings; and/or
- c) Three sets of plans for all other buildings along with two sets of specifications or other documents (when requested).

11.2 The drawings and documents that are required at the time of Application for any building are to be identified by the City of Yorkton, Department of Building Services. The list of required submittal material may be amended from time to time.

### 12. Building Permit Issue

12.1 If the work described in an application for a Building Permit, to the best of the knowledge of the Building Official complies with the requirements of this Bylaw, The Act and The Regulations, the City, upon receipt of the prescribed fee, shall issue a Building Permit.

## Attachment 2, continued

12.2 Approval in writing is required from the Building Official for any deviation, omission or revision to the work for which a Building Permit has been issued.

12.3 Revised plans may be required from the Building Official for any deviation, omission or revision to the work for which a Building Permit has been issued.

### 13. Fees

13.1 The permit fees are as prescribed in Schedule “A” of this bylaw.

13.2 The City may estimate the value of construction for the work described in any application for the purpose of calculating the Building Permit fee. This could occur when the applicant for a permit is unsure of the value of construction at the time of application. This estimate will be based on established construction costs.

13.3 The City may, at its discretion, rebate a portion of the permit fee where the final value of construction is less than the initial estimate. It is the applicant’s responsibility to provide all documentation that clarifies the revised value of construction to the Building Official.

13.4 Whenever any work for which a Building Permit is required under the provisions of this Bylaw has commenced without the receiving of the Building Permit; a special inspection of the work completed to date will be required by the Building Official. The fee for this inspection is as prescribed in Schedule A and will be added to the total cost of the Building Permit fee once it is obtained.

13.5 Extra inspections will be charged as prescribed in Schedule A. Extra inspections shall be defined as the following:

- a) Inspections outside regular office hours;
- b) Inspections required due to a revision of approved plans; and
- c) Inspections for the purpose of issuing Temporary Occupancy Permits.

13.6 Extra inspections conducted by a contracted inspection company will be charged as prescribed in Schedule A.

### 14. Building Permit Expiration

14.1 All Building Permits expire:

## Attachment 2, continued

- a) Within one year from the date of issue – Building Permits may or may not be extended only by applying in writing to the Building Official for consideration;
- b) If the work authorized by the Building Permit is not commenced within six months of the date of issue of the Building Permit; or
- c) If the work authorized by the Building Permit is suspended for a period of six months.

14.2 When the Building Permit has expired, it is the responsibility of the applicant to apply for a new Building Permit or request that the Building Official issue a letter allowing the extension of the Building Permit.

14.3 Application for a new Building Permit will be subject to the Building Permit fees applied to a new application as prescribed in Schedule A.

### 15. Powers and Responsibilities of the City

15.1 The City is responsible for the administration and enforcement of the Building Bylaw.

15.2 The City may, at its discretion, require plan review, inspections and other services for the purpose of enforcing this bylaw.

15.3 The City may, at its discretion, have plan review, inspection and other services provided by a person, firm or corporation employed under contract to the City.

15.4 The City shall keep copies of all applications, and other documentation received as part of a Building Permit application for a period of time as required by law.

### 16. Powers and Responsibilities of the Building Official

16.1 The Building Official may issue Orders in cases where the provisions of this bylaw have been contravened.

16.2 The Building Official may not assist in the design or layout of any work for the purpose of applying for a Building Permit.

16.3 The Building Official may refuse to issue a Building Permit as a result of the following:

- a) Any required Development Permit has not been obtained;

## Attachment 2, continued

- b) The information submitted for plan review is determined to be inadequate or incomplete;
- c) Proposed design, materials and methods of construction do not comply with the requirements of the current adopted edition of the NBC and the NECB; or
- d) Drawings have not been sealed by a registered Architect or Engineer when required.

16.4 The Building Official may revoke a Building Permit by written notice to the Building Permit holder if:

- a) Any deviations from the approved plans are found in the construction;
- b) There is a contravention of any of the conditions of approval under which the Building Permit was issued;
- c) The Building Permit was issued in error; or
- d) The Building Permit was issued on the basis of incorrect or misleading submittal material.

16.5 The Building Official may issue a Stop Work Order in the following circumstances:

- a) Construction work is being performed without a valid Building Permit;
- b) The work is not being performed in accordance with the Building Permit conditions of approval; or
- c) Violations affect the safety of workers or the general public.

### 17. Enforcement

17.1 If any construction activity is found to be in contravention of this bylaw, the Building Official may take measures as permitted by Part 8 of The Act.

17.2 For the purpose of ensuring compliance with this Bylaw, a Building Official has the legal authority to:

- a) Enter a building where evidence indicates that work is being done without a valid Building Permit;
- b) Order the production of documents, tests, engineers reports, certificates etc. relating to a building;
- c) Take material samples;
- d) Issue notices to owners that order actions to be taken within a prescribed time period;
- e) Eliminate unsafe conditions;

## Attachment 2, continued

- f) Complete ordered actions when an owner refuses to comply – the expenses incurred for such work will be added to the tax payable on the property; and
- g) Obtain restraining orders.

17.3 If any building or part thereof is in an unsafe condition due to its faulty construction, dilapidated state, abandonment, open or unguarded condition or any other reason, a Building Official may take any measure as described in Section 17.2 of this bylaw.

17.4 The owner of a building for which a permit has been issued or for which actions are being taken in compliance with an Order, shall give notice in writing to the Building Official as required in section 7 of The Act under the following circumstances, including, but not limited to:

- a) The start and completion of construction;
- b) A change in ownership during any phase of construction; or
- c) An intended partial occupancy prior to the completion of construction.

17.5 Occupation of any building prior to the issuance of an Occupancy or Temporary Occupancy Permit will be subject to the disconnection of water service for that building at the request of the Building Official.

17.6 Any Secondary Suite for which a Building Permit has not been issued that is discovered in a one or two unit dwelling constructed prior to the May 1, 2013 adoption of the 2010 NBC, will be subject to the provisions defined within the current Property Standards Bylaw. Any Secondary Suite discovered in a one or two unit dwelling constructed after the May 1, 2013 adoption of the 2010 NBC, will be subject to the provisions of the current edition of the NBC in force at the time of discovery.

### 18. Control of Grade Elevations

18.1 Grades for all projects are to follow the requirements of a Lot Grading Plan.

18.2 It is the responsibility of the property owner to ensure that final grading is in conformance with a Lot Grading Plan.

18.3 Any issues that arise that adversely affect a neighboring property, lane or street that are the result of improper adherence to a Lot Grading Plan are the responsibility of the property owner to rectify at their own expense.

## Attachment 2, continued

### 19. Special Conditions

19.1 A Registered Architect or Professional Engineer registered in the Province of Saskatchewan shall be engaged by the property owner for assessment of design and inspection of construction or certification of a building or part of a building where required by a Building Official.

19.2 An up-to-date plan or survey of the site described in a Building Permit application prepared by a Registered Land Surveyor shall be submitted by the property owner where required by a Building Official.

19.3 It shall be the responsibility of the property owner to arrange for all permits, inspections and certificates required by other applicable bylaws, and statutes.

19.4 For a Residential Occupancy, where a garage is attached to a dwelling unit, a fire separation with a 45 minute fire resistance rating will be required between the dwelling unit and the attached garage. Passage doors providing direct access to the dwelling unit from the attached garage will have a twenty (20) minute fire protection rating and shall be designed and installed as per the NBC.

### 20. Penalties

20.1 Any person who contravenes any of the provisions of this bylaw shall be liable to the penalties outlined in section 39 of The Act.

20.2 Conviction of a person or corporation for breach of any provision of this bylaw shall not relieve them from compliance therewith.

## Attachment 2, continued

### 21. Repealing Bylaw

City of Yorkton Bylaw No. 4/2017, and all amendments thereto, are hereby repealed.

### 22. Effective Date of Bylaw

This Bylaw shall come into force and take effect from the date on which it is approved by the Minister of Government Relations.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

Introduced and read a first time this 26<sup>th</sup> day of February, A.D., 2024.

Read a second time this \_\_\_ day of March, A.D., 2024.

Read a third time and adopted this \_\_\_ day of March, A.D., 2024.



## Attachment 2, continued

### SCHEDULE "A"

A Building Permit shall not be issued nor considered valid without payment of fees as prescribed in the following table and shall be determined based on the calculations derived from the following criteria.

1. Building Permit Minimum Fee	\$75.00
(a) Main Floor Level / Additions	\$0.90/ft <sup>2</sup> (\$9.69/m <sup>2</sup> )
(b) Additional Levels	\$0.40/ft <sup>2</sup> (\$4.30/m <sup>2</sup> )
(c) Basement Development	\$0.25/ft <sup>2</sup> (\$2.69/m <sup>2</sup> )
(d) Secondary Suite	\$0.55/ft <sup>2</sup> (\$5.92/m <sup>2</sup> )
(e) Garages / Accessory Buildings (Attached or Detached)	\$0.35/ft <sup>2</sup> (\$3.77/m <sup>2</sup> )
(f) Residential Deck	\$80.00
2. Extra Inspections Building Permit fees are based on the service rendered and each project has a standard set of inspections. A single callback inspection to deal with an identified concern is considered to be standard operating procedure. If an inspection requires more than a single callback, this shall be treated as an added service and the Building Permit applicant shall be invoiced for the service.	\$75.00. per inspection
3. Extra Inspections Performed by Contracted Inspection Company	Cost of inspection invoiced to City
4. One and two unit Dwelling and Residential Accessory Building Demolition	\$75.00
5. Multi-dwelling and Commercial Demolition	\$150.00 plus \$8.00 per 1076.4ft <sup>2</sup> (100m <sup>2</sup> )
6. All Other Construction Not Noted Above	
(a) First \$5,000,000 of construction value	\$5.00 per \$1,000 Construction Value
(b) Next \$20,000,000 of construction value	\$2.50 per \$1,000 Construction Value
(c) After \$25,000,000 of construction value	\$1.25 per \$1,000 Construction Value
7. SAMA Inspection Fee for all Permits	As required by SAMA

## Attachment 3 – Bylaw No. 4/2017

City of Yorkton  
Saskatchewan

Bylaw No. 4/2017

**A Bylaw of the City of Yorkton in the Province of Saskatchewan to Establish Procedures for the Issuance and Enforcement of Building Permits and to Provide for Fees Thereof**

**WHEREAS**, pursuant to Part IV, Section 14 of *The Uniform Building and Accessibility Standards Act*, a local authority may make a bylaw to administer permits for building construction and occupancy;

**NOW THEREFORE**, the Council of the City of Yorkton in Council assembled hereby enacts as follows:

1. **Short Title**

This bylaw may be cited as “**The Building Bylaw**”.

2. **Provincial Statutes Notwithstanding**

The regulations in this bylaw are in addition to those contained in *The Uniform Building and Accessibility Standards Act* and *The Uniform Building and Accessibility Standards Regulations* of the Province of Saskatchewan.

3. **Definitions**

Definitions contained in *The Uniform Building and Accessibility Standards Act* and *The Uniform Building and Accessibility Standards Regulations* shall apply in this bylaw.

Unless otherwise stated, the words and phrases in this section shall have the following meaning when used in context to this bylaw:

**Accessory building** means a separate building or structure located on the same site as the principal building and includes private detached garages. It does not include a building or structure used for human habitation.

**Alteration** means a change or extension to any matter, thing or occupancy that is regulated by The Act.

### Attachment 3, continued

**Architect** means an individual registered to practice architecture in the Province of Saskatchewan within the meaning of *The Architects Act*.

**Building** means a structure used or intended for supporting or sheltering any use or occupancy, and includes an addition built to an existing structure and, where applicable, the land adjoining the structure.

**Building Official** means an individual appointed by the City of Yorkton under the provisions of *The Uniform Building and Accessibility Standards Act* (UBAS).

**Building Permit** means a document issued by a Building Official authorizing the design, construction, erection, placement, alteration, repair, renovation, demolition, relocation, removal, use, occupancy or change of occupancy of any building.

**Building Standards** means the standards prescribed pursuant to Part II of The Act.

**Change of Occupancy** means a change of one class of occupancy recognized by the currently adopted edition of the National Building Code of Canada to another.

**Chief Building Official** means the chief building official appointed pursuant to Subsection 5(1) of The Act.

**City** means the City of Yorkton.

**Contractor** means a person who contracts with a property owner or his authorized agent to undertake a building construction project, and includes a property owner who:

- a) Contracts with more than one person for the work on a building construction project; or
- b) Undertakes the work on a building construction project or any part of such a project.

**Demolition** means the deliberate destruction of part or all of a building or other structure.

**Development Permit** means a permit issued by a City of Yorkton Development Officer, that authorizes development or the use of a building or property for the purpose stated in the permit, but does not include a Building Permit.



### Attachment 3, continued

**Dwelling, Manufactured Home** means a factory constructed transportable single or multiple section detached dwelling conforming to the CAN/CSA A277 or CAN/CSA Z240 MH series certified standards at the time of manufacture designed with steel frame substructure and is ready for residential occupancy upon completion of set-up in accordance with required factory recommended installation instructions including placement on a foundation and connection to utilities.

**Dwelling, Modular** means a finished factory constructed single or multiple section dwelling, detached designed with a wood frame substructure intended to be relocated in modules or as a single unit, assembled and placed on a permanent foundation. Finished means fully enclosed on the exterior and interior but may not include interior painting, taping, and installation of cabinets, floor covering, fixtures, heating system, and exterior finishes.

**Engineer** means an individual registered in the Province of Saskatchewan to practice engineering.

**Extra Inspection** means an inspection that is requested at a certain stage of construction that is in addition to a typical scheduled inspection conducted by a Building Official.

**Finished Grade** means the elevation of the finished ground surface at the foundation of a building, or at a specific point or any given location on a lot.

**Foundation** means that portion of a building structure that transfers the weight of the building into the ground.

**Local Authority** means the City of Yorkton.

**Land Surveyor** means a land surveyor who is registered pursuant to *The Saskatchewan Land Surveyors Act*.

**Lot Grading Plan** means a plan that specifies design elevations, surface gradients, swale locations, and other drainage information required for lot grading.

**Occupancy** means the use or intended use of a building or part thereof for the shelter or support of persons, animals or property.

**Parcel** means any quantity of land, consisting of one or more lots, that is capable of being described with such definiteness that its location and boundaries may be established.

### Attachment 3, continued

**Permit** means an official document or certificate issued by the Authority Having Jurisdiction that authorizes the performance of a specific activity. For the purposes of this bylaw, a permit means an authorization in writing by the Authority Having Jurisdiction to perform work regulated by this bylaw and in the case of an Occupancy Permit, to occupy any building or part thereof.

**Redevelopment** means any new construction on a site that has a pre-existing use.

**Renovation** means the renewal of a building or a portion of a building.

**Repair** means to restore to good condition by replacing or fixing parts of a building.

**Replacing** means to take the place of something that already exists.

**Secondary Suite** means a self-contained dwelling unit with a prescribed floor area located in a building or portion of a building of only residential occupancy that contains only one other dwelling unit and common spaces, and where both dwelling units constitute a single real estate entity.

**Storage Garage** means a garage exclusively used for the storage of motor vehicles and where no repair facilities are maintained.

**Structure** means anything constructed or erected that is located on or in the ground.

**Unsafe Condition** means a condition that could cause undue hazard to life, limb or health of any person who is authorized or expected to be on or about the premises.

**The Act** means *The Uniform Building and Accessibility Standards Act* being Chapter U-1.2 of the Statutes of Saskatchewan, 1983-84 and amendments.

**The Regulations** means *The Uniform Building and Accessibility Standards Regulations* made pursuant to *The Uniform Building and Accessibility Standards Act*.

**Value of Construction** means the total cost to the owner for the building construction in its completed form and includes the cost of all building work, materials of construction, building systems, labour, overhead and profit of the contractor and subcontractors.



## Attachment 3, continued

### 4. Scope of the Bylaw

4.1 This bylaw applies to matters governed by the following:

- a) *The Act*;
- b) *The Regulations*; and
- c) *The National Building Code of Canada*.

### 5. Permits – General

5.1 A Building Permit is required for any work regulated under *The Act*, *The Regulations* pertaining to *The Act* and the latest adopted edition of the *National Building Code of Canada* and shall include but not be limited to:

- a) new building construction;
- b) garages and accessory buildings greater than 9.29m<sup>2</sup> (100ft<sup>2</sup>);
- c) alteration or addition to an existing building or structure;
- d) secondary suites;
- e) decks over 457mm (18 inch) above grade and/or greater than 5.57m<sup>2</sup> (60ft<sup>2</sup>), and roof enclosures over existing or new decks;
- f) basement development of a new or existing dwelling;
- g) swimming pools;
- h) structural changes to existing buildings;
- i) new and used ready to move (RTM) buildings and mobile homes;
- j) change of occupancy or use of an existing building;
- k) demolition of structures greater than 9.29m<sup>2</sup> (100ft<sup>2</sup>); and
- l) demolition of Part 3 interior commercial spaces as determined by Building Services.

5.2 No property owner or property owner's agent shall work, authorize work or allow work to proceed on a project for which a Building Permit is required unless a valid Building Permit has been issued for the work to be done.

5.3 Anyone who commences work without first obtaining a Building Permit, the permit fee shall be doubled.

5.4 Every application for a Building Permit regarding the construction, erection, placement, alteration, repair, renovation, demolition, relocation, removal, use, occupancy or change of occupancy shall be made to the City and shall be accompanied by the required submittal material as described in Section 11 of this bylaw.

### Attachment 3, continued

5.5 The City may, at its discretion, have plan review, inspection and other services for the purpose of enforcement of *The Act* and *The Regulations* provided by building officials designated by the Minister, to assist the City pursuant to Subsection 4(4) of *The Act*.

5.6 The City may, at its discretion have plan review, inspection and other services provided by a person, firm or corporation employed under contract to the City.

5.7 The granting of any permit under this bylaw shall not:

- a) Entitle the grantee, his successor or assigns, or anyone on his behalf to erect any building that fails to comply with the requirements of any building restriction agreement, bylaw, and/or statute affecting the property described in the Building Permit; or
- b) Make either the local authority or its authorized representative liable for damages or otherwise by reason of the fact that a building, the construction, erection, placement, alteration, repair, renovation, ~~demolition~~, relocation, removal, use or occupancy of which has been authorized by Building Permit, does not comply with the requirement of any building restriction agreement, bylaw, and/or statute affecting the site described in the Building Permit.

5.8 It is the responsibility of the owner to ensure that City infrastructure is not damaged during construction or demolition. In the event that City infrastructure is damaged, it is the responsibility of the owner to repair the damages to the current City standard within 30 days of the completion of the construction or demolition.

#### 6. Partial Building Permits

6.1 In some cases work on a project may need to be expedited. In such instances an application may be made to issue a Building Permit for only a portion of the work prior to the issuance of a Building Permit for the entire project. In such a case, the applicant is responsible to submit complete plans and specifications for the portion of the work requiring a Building Permit.

6.2 The Building Official shall determine at their discretion, whether or not to issue a Partial Building Permit. Where such a permit is issued, the Building Official gives no assurances that a Building Permit for the remainder of the work will be granted.

6.3 Any work completed under a Partial Building Permit shall be subject to the provisions of this bylaw.



## Attachment 3, continued

6.4 The fee for a Partial Building Permit is based on the value of construction for the work approved by it.

### 7. Demolition Permits

7.1 Any existing building, structure or portion thereof within the City may not be demolished without the approval of a Building Official in the form of a Demolition Permit.

7.2 No Building, Demolition or Removal Permit is required for any residential accessory building which is 9.29m<sup>2</sup> (100ft<sup>2</sup>) or less. Notwithstanding the foregoing, the construction of same shall conform to all other requirements of *The Act*, *The Regulations*, and City bylaws.

7.3 Residential Demolition Permits expire 30 days from the date of issue. No extension shall be granted without re-application and full permit fee payment (Schedule A).

7.4 Non-residential Demolition Permits expire 90 days from the date of issue. A Demolition Permit may be renewed for an additional 30 days upon written approval from a Building Official and payment of the base permit fee (Schedule A).

7.5 The property owner is responsible for obtaining an approved route from the City for the transportation of debris to an approved location.

7.6 The necessary blocking of any street, lane, or sidewalk during demolition must have prior written approval from the City.

7.7 It is the responsibility of the property owner, at their own expense, to supply and maintain any required barricades or fencing in order to protect the public from the demolition work in progress.

### 8. Plumbing Permits

8.1 All plumbing permits are to be obtained per the requirements of the latest adopted edition of the Province of Saskatchewan document entitled *The Plumbing Regulations*.

### 9. Occupancy Permits

9.1 No person shall occupy any building without first obtaining an Occupancy Permit from a Building Official.

## Attachment 3, continued

9.2 Every building which requires an Occupancy Permit shall comply with the construction requirements for the occupancy group to be housed therein.

9.3 When an Occupancy Permit is refused, the Building Official shall notify the applicant in writing and shall indicate the reason for the refusal.

### 10. Temporary Occupancy Permits

10.1 The Building Official may issue a Temporary Occupancy Permit for part of a building providing that such temporary occupancy or use would not jeopardize life safety.

10.2 A Temporary Occupancy Permit may be renewed for periods of thirty days. No building shall be occupied under a Temporary Occupancy Permit for a period of more than six months.

10.3 Extra inspections required for the issuance of a Temporary Occupancy Permit are subject to the fees described in Schedule A.

### 11. Required Application Material

11.1 Every application for a Building Permit to construct, erect, place, alter, repair, renovate, or reconstruct a building shall be made to the Building Official and shall include the following:

- a) A completed Building Permit application form;
- b) Two sets of plans for one and two unit dwellings; and/or
- c) Three sets of plans for all other buildings along with two sets of specifications or other documents (when requested).

11.2 The drawings and documents that are required at the time of Application for any building are to be identified by the City of Yorkton, Department of Building Services list of required submittal material that may be amended from time to time.

### 12. Building Permit Issue

12.1 If the work described in an application for a Building Permit, to the best of the knowledge of the Building Official complies with the requirements of this Bylaw, the City, upon receipt of the prescribed fee, shall issue a Building Permit.

## Attachment 3, continued

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13.3 The City may, at its discretion, rebate a portion of the permit fee where the final value of construction is less than the initial estimate. It is the applicant's responsibility to provide all documentation that clarifies the revised value of construction to the Building Official.

13.4 Whenever any work for which a Building Permit is required under the provisions of this Bylaw has commenced without the receiving of the Building Permit; a special inspection of the work completed to date will be required by the Building Official. The fee for this inspection is as prescribed in Schedule A and will be added to the total cost of the Building Permit fee once it is obtained.

13.5 Extra inspections will be charged as prescribed in Schedule A. Extra inspections shall be defined as the following:

- a) Inspections outside regular office hours;
- b) Inspections required due to a revision of approved plans; and
- c) Inspections for the purpose of issuing Temporary Occupancy Permits.

13.6 Extra inspections conducted by a contracted inspection company will be charged as prescribed in Schedule A.

### 14. Building Permit Expiration

14.1 All Building Permits expire:



### Attachment 3, continued

- a) Within one year from the date of issue – Building Permits may or may not be extended only by applying in writing to the Building Official for consideration;
- b) If the work authorized by the Building Permit is not commenced within six months of the date of issue of the Building Permit; or
- c) If the work authorized by the Building Permit is suspended for a period of six months.

14.2 When the Building Permit has expired, it is the responsibility of the applicant to apply for a new Building Permit or request that the Building Official issue a letter allowing the extension of the Building Permit.

14.3 Application for a new Building Permit will be subject to the Building Permit fees applied to a new application as prescribed in Schedule A.

#### **15. Powers and Responsibilities of the City**

15.1 The City is responsible for the administration and enforcement of the Building Bylaw.

15.2 The City may, at its discretion, require plan review, inspections and other services for the purpose of enforcing this bylaw.

15.3 The City may, at its discretion, have plan review, inspection and other services provided by a person, firm or corporation employed under contract to the City.

15.4 The City shall keep copies of all applications, and other documentation received as part of a Building Permit application for a period of time as required by law.

#### **16. Powers and Responsibilities of the Building Official**

16.1 The Building Official may issue Orders in cases where the provisions of this bylaw have been contravened.

16.2 The Building Official may not assist in the design or layout of any work for the purposes of applying for a Building Permit.

16.3 The Building Official may refuse to issue a Building Permit as a result of the following:

- a) Any required Development Permit has not been obtained;

### Attachment 3, continued

- b) The information submitted for plan review is determined to be inadequate or incomplete;
- c) Proposed design, materials and methods of construction do not comply with the requirements of the current adopted edition of *The National Building Code of Canada*; or
- d) Drawings have not been sealed by a registered Architect or Engineer when required.

16.4 The Building Official may revoke a Building Permit by written notice to the Building Permit holder if:

- a) Any deviations from the approved plans are found in the construction;
- b) There is a contravention of any of the conditions of approval under which the Building Permit was issued;
- c) The Building Permit was issued in error; or
- d) The Building Permit was issued on the basis of incorrect or misleading submittal material.

16.5 The Building Official may issue a Stop Work Order in the following circumstances:

- a) Construction work is being performed without a valid Building Permit;
- b) The work is not being performed in accordance with the Building Permit conditions of approval; or
- c) Violations affect the safety of workers or the general public.

### 17. Enforcement

17.1 If any construction activity is found to be in contravention of this bylaw, the Building Official may take measures as permitted by Part V of *The Act*.

17.2 For the purpose of ensuring compliance with this Bylaw, a Building Official has the legal authority to:

- a) Enter a building where evidence indicates that work is being done without a valid Building Permit;
- b) Order the production of documents, tests, engineers reports, certificates etc. relating to a building;
- c) Take material samples;
- d) Issue notices to owners that order actions to be taken within a prescribed time period;
- e) Eliminate unsafe conditions;



### Attachment 3, continued

- f) Complete ordered actions when an owner refuses to comply – the expenses incurred for such work will be added to the tax payable on the property; and
- g) Obtain restraining orders.

17.3 If any building or part thereof is in an unsafe condition due to its faulty construction, dilapidated state, abandonment, open or unguarded condition or any other reason, a Building Official may take any measure as described in Section 17.2 of this bylaw.

17.4 The owner of a building for which a permit has been issued or for which actions are being taken in compliance with an Order, shall give notice in writing to the Building Official as required in Section 17.2 of *The Act* under the following circumstances, including, but not limited to:

- a) The start and completion of construction;
- b) A change in ownership during any phase of construction; or
- c) An intended partial occupancy prior to the completion of construction.

17.5 Occupation of any building prior to the issuance of an Occupancy or Temporary Occupancy Permit will be subject to the disconnection of water service for that building at the request of the Building Official.

17.6 Any Secondary Suite for which a Building Permit has not been issued that is discovered in a one or two unit dwelling constructed prior to the May 1, 2013 adoption of the 2010 *National Building Code of Canada*, will be subject to the provisions defined within the current Property Standards Bylaw. Any Secondary Suite discovered in a one or two unit dwelling constructed after the May 1, 2013 adoption of the 2010 *National Building Code of Canada*, will be subject to the provisions of the current edition of the *National Building Code of Canada* in force at the time of discovery.

#### 18. Control of Grade Elevations

18.1 Grades for all projects are to follow the requirements of a Lot Grading Plan.

18.2 It is the responsibility of the property owner to ensure that final grading is in conformance with a Lot Grading Plan.

18.3 Any issues that arise that adversely affect a neighboring property, lane or street that are the result of improper adherence to a Lot Grading Plan are the responsibility of the property owner to rectify at their own expense.



## Attachment 3, continued

### 19. Special Conditions

19.1 An Architect or Professional Engineer registered in the Province of Saskatchewan shall be engaged by the property owner for assessment of design and inspection of construction or certification of a building or part of a building where required by a Building Official.

19.2 An up-to-date plan or survey of the site described in a Building Permit application prepared by a registered Land Surveyor shall be submitted by the property owner where required by a Building Official.

19.3 It shall be the responsibility of the property owner to arrange for all permits, inspections and certificates required by other applicable bylaws, and statutes.

19.4 For a Residential Occupancy, where a garage is attached to a dwelling unit, a fire separation with a 45 minute fire resistance rating will be required between the dwelling unit and the attached garage. Passage doors providing direct access to the dwelling unit from the attached garage will have a twenty (20) minute fire protection rating and shall be designed and installed as per *The National Building Code of Canada*.

### 20. Penalties

20.1 Any person who contravenes any of the provisions of this bylaw shall be liable to the penalties outlined in Section 22 of *The Act*.

20.2 Conviction of a person or corporation for breach of any provision of this bylaw shall not relieve them from compliance therewith.

### Attachment 3, continued

#### 21. Repealing Bylaw

City of Yorkton Bylaw No. 16/2012, and all amendments thereto, are hereby repealed.

#### 22. Effective Date of Bylaw

This Bylaw shall come into force and take effect from the date on which it is approved by the Minister.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

Introduced and read a first time this 13<sup>th</sup> day of March, A.D., 2017.

Read a second time this 3<sup>rd</sup> day of April, A.D., 2017.

Read a third time and adopted this 3<sup>rd</sup> day of April, A.D., 2017.

### Attachment 3, continued

#### SCHEDULE "A"

A Building Permit shall not be issued nor considered valid without payment of fees as prescribed in the following table and shall be determined based on the calculations derived from the following criteria.

1. Building Permit Minimum Fee	\$75.00
(a) Main Floor Level / Additions	\$0.90/ft <sup>2</sup> (\$9.69/m <sup>2</sup> )
(b) Additional Levels	\$0.40/ft <sup>2</sup> (\$4.30/m <sup>2</sup> )
(c) Basement Development	\$0.25/ft <sup>2</sup> (\$2.69/m <sup>2</sup> )
(d) Secondary Suite	\$0.55/ft <sup>2</sup> (\$5.92/m <sup>2</sup> )
(e) Garages / Accessory Buildings (Attached or Detached)	\$0.35/ft <sup>2</sup> (\$3.77/m <sup>2</sup> )
(f) Residential Deck	\$80.00
2. Extra Inspections Building Permit fees are based on the service rendered and each project has a standard set of inspections. A single callback inspection to deal with an identified concern is considered to be standard operating procedure. If an inspection requires more than a single callback, this shall be treated as an added service and the Building Permit applicant shall be invoiced for the service.	\$75.00. per inspection
3. Extra Inspections Performed by Contracted Inspection Company	Cost of inspection invoice to City
4. One and two unit Dwelling and Residential Accessory Building Demolition	\$75.00
5. Multi-dwelling and Commercial Demolition	\$150.00 plus \$8.00 per 1076.4ft <sup>2</sup> (100m <sup>2</sup> )
6. All Other Construction Not Noted Above	\$5.00 per \$1,000 Construction Value
7. SAMA Inspection Fee for all Permits	\$20.00



<b>TITLE: Bylaw No. 3/2024 – Amendment to Zoning Bylaw No. 14/2003 – Rezone 72 Broadway Street West, Lot 45, Blk/Par A, Plan 93Y11006 from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional</b> <b>Council Report #1 – 1<sup>st</sup> Reading &amp; Public Notice</b>	DATE OF MEETING: February 26, 2024
	REPORT DATE: February 21, 2024, 11:27 AM
<b>CLEARANCES:</b> Michael Eger – Director of Planning, Building & Development  <b>Michael Eger</b>	<b>ATTACHMENTS:</b> <ol style="list-style-type: none"> <li>1. Zoning Map</li> <li>2. Aerial View</li> <li>3. Public Notice</li> <li>4. Bylaw No. 3/2024</li> </ol>
Written by: Carleen Koroluk - Planner  <b>Carleen Koroluk</b>	
Reviewed by: Jessica Matsalla - City Clerk  <b>Jessica Matsalla</b>	
Approved by: Michael Eger – Acting City Manager  <b>Michael Eger</b>	

**Summary of History/Discussion:**

TA Foods Ltd., a local agricultural food ingredient processing and packaging company, purchased the property at 72 Broadway Street West in 2016 after the Western Grocers Warehouse ceased operations. Since that time, they have continued to use the building as a warehouse facility to support their main production centre located on Myrtle Avenue.

The property is currently zoned C-1 City Centre Commercial (see Attachment 1) and Warehouse Facilities are Discretionary Uses in this district. As the TA Foods warehouse use was not a change to the original use, a new Development Permit was not required in 2016 and following the purchase for warehouse use, office space was also incorporated into the building.

At this time, the owners are contemplating a building addition to provide more warehouse space and they are also considering the addition of “in-house product packaging” at the location. Under the current Zoning Bylaw, an addition to add warehouse space can be considered by Council as a Discretionary Use, however, “packaging of products” is classified as a light industrial use in the Zoning Bylaw and is currently not permitted in the C-1 district. As such, TA Foods has submitted an application to rezone the property to allow for consideration of future light industrial uses. Being that the location is within the C-1 City Centre Commercial zoning district, Administration is recommending consideration of rezoning to CMI-1 Commercial-Industrial Transitional which lists Light Industrial Uses as Discretionary Uses requiring Council approval.

## **Administrative Review**

The purpose of the CMI-1 Commercial-Industrial Transitional zoning district is to facilitate reinvestment in core commercial and light industrial areas of the city, by firstly encouraging a wide range of commercial-oriented uses in new development and by secondly promoting the rehabilitation of existing light industrial structures and uses. Uses in this zone include all of the uses listed in the C-1 City Centre Commercial zoning district with the addition of low impact light industrial uses as Discretionary Uses.

Should the rezoning to CMI-1 be approved by Council, the owner would then have the ability to apply for a light industrial use (in-house product packaging) as a Discretionary Use and additional information on the scope of that use would be provided at that time for Council's consideration.

In order to evaluate the merits of potential rezoning applications, Planning Services considers each application under the following criteria:

- Is the proposed use compatible with neighboring uses?
- Are the building and property suitable to the proposed use?
- Is there a need in the community for the proposed use?
- Is there a need for additional properties within the zoning sector?
- Would the rezoning transplant an existing business in such a way that it will create a vacancy elsewhere in the City?
- Has the applicant demonstrated their understanding of the potential financial constraints and opportunities that warrants consideration of a rezoning?
- Would the rezoning be perceived as a precedent for which other owners of similarly-zoned properties would expect similar treatment?
- Will the proposed use enhance or revitalize the property and building(s)?

The ~ 68,000 ft<sup>2</sup> lot is the only property located on the Broadway Street block and has an existing ~27,000 ft<sup>2</sup> building (see Attachment 2). While there have been additions over the years, the original building was constructed in the early 1940's and was used as a warehouse. The lot is adjacent to the CN Rail tracks on the east side, Laurier Avenue on the west side, Broadway Street West on the north side and a lane along the south side of the property.

Based on the location, site layout and previous use, the building could certainly be conducive to select light industrial uses depending on their scope and their impact to the area.

Continued development of existing properties in the city centre is desirable as noted in Sections 2.5.10 and 3.1.3 of *Our City, Our Future Official Community Plan* (OCP). With regards to policies addressing city centre development, Section 4.2.1.9 of the OCP states that the city should "Support mixed-use developments both in and close to the city centre that will contribute to the viability and vibrancy of the area, particularly during and after traditions office hours."

Pursuant to the Zoning Bylaw, new builds, including additions, are subject to a number of conditions including on-site storm water management, parking requirements, incremental site improvements and landscaping, endeavouring to enhance, not only the property, but also the surrounding area.

The applicant is an established company that has experience with development and financial implications. As the building and site are currently operating as a support to the existing business on Myrtle Avenue, the ability to expand is a benefit to the owner. At this time, they have requested the rezoning in order to approach project expansion feasibility on a step by step basis. While the first step to rezone the property will have no impact on the existing use, if the rezoning is not approved, there is no benefit in proceeding with more detailed plans for the in-house packaging use at this location.

If the rezoning is approved, any future Discretionary Use application would be analyzed on its own merits, taking into account the scope of the project and the impact to the area.

Based on the above criteria, Administration is supportive of the rezoning request.

### **Public Notice:**

At this time, Administration would like to initiate the public notice process for the required amendments including advertisement in the local newspaper, at City Hall and on the City website, as well as circulation to property owners within 75 metres of the subject property (see Attachment 3).

If authorization for Public Notice is granted, the proposed amendment will also be referred to the Planning and Infrastructure Commission for their input. The Commission's recommendations will be brought back to Council, for their review and decision, in conjunction with the Public Hearing.

### **OPTIONS:**

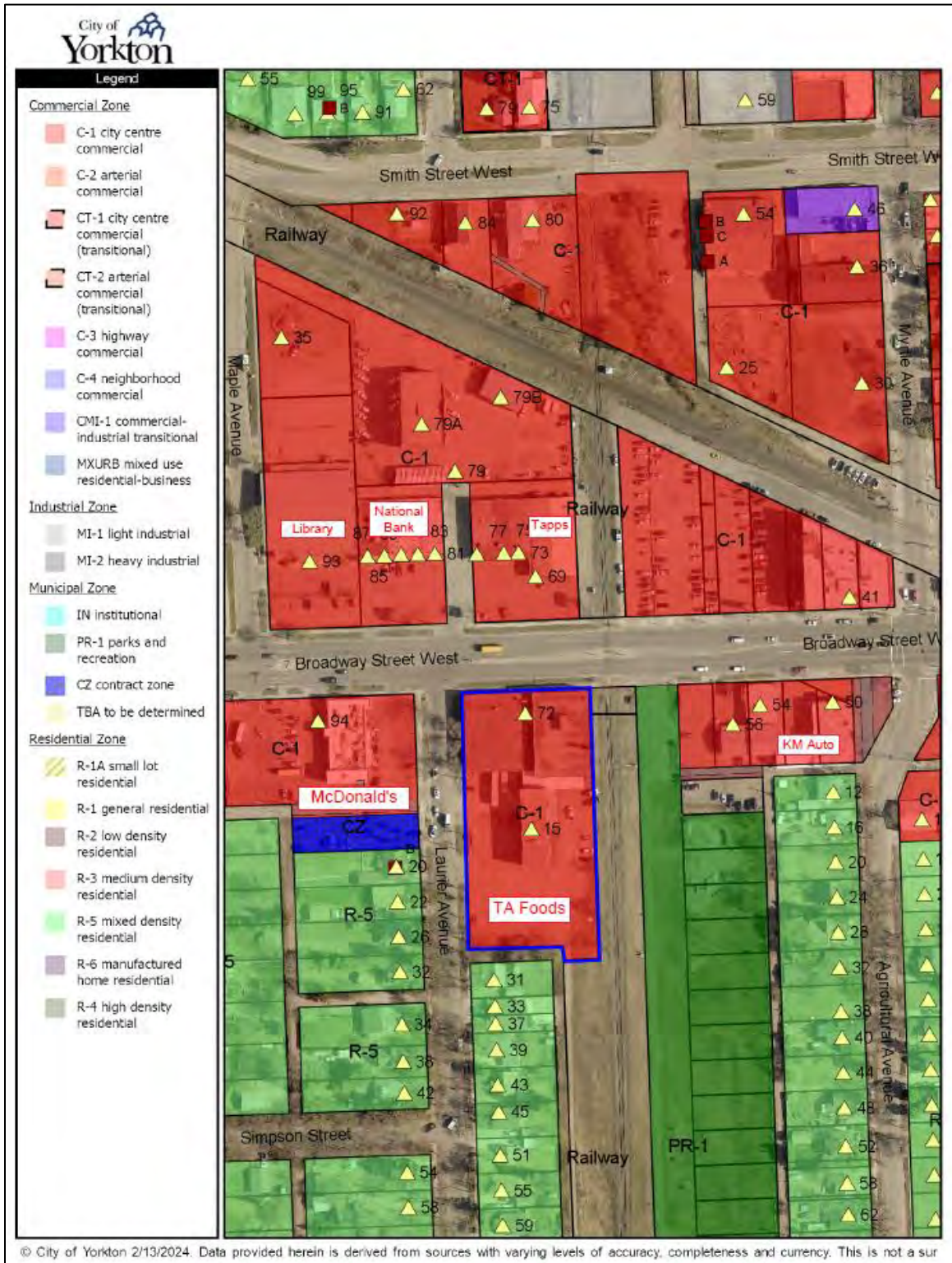
1. That Bylaw No. 3/2024, a bylaw of the City of Yorkton in the Province of Saskatchewan to rezone Lot 45, Blk/Par A, Plan 93Y11006, Parcel 142794007, civically known as 72 Broadway Street West, from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional to allow for potential future light industrial uses, be introduced and given 1<sup>st</sup> Reading, this 26<sup>th</sup> day of February A.D., 2024, and that Administration be authorized to proceed with the Public Notice process.
2. That Bylaw No. 3/2024, a bylaw of the City of Yorkton in the Province of Saskatchewan to rezone Lot 45, Blk/Par A, Plan 93Y11006, Parcel 142794007, civically known as 72 Broadway Street West, from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional to allow for potential future light industrial uses, be denied for reasons as listed by Council; or
3. That Administration be provided with alternative direction.



**RECOMMENDATION:**

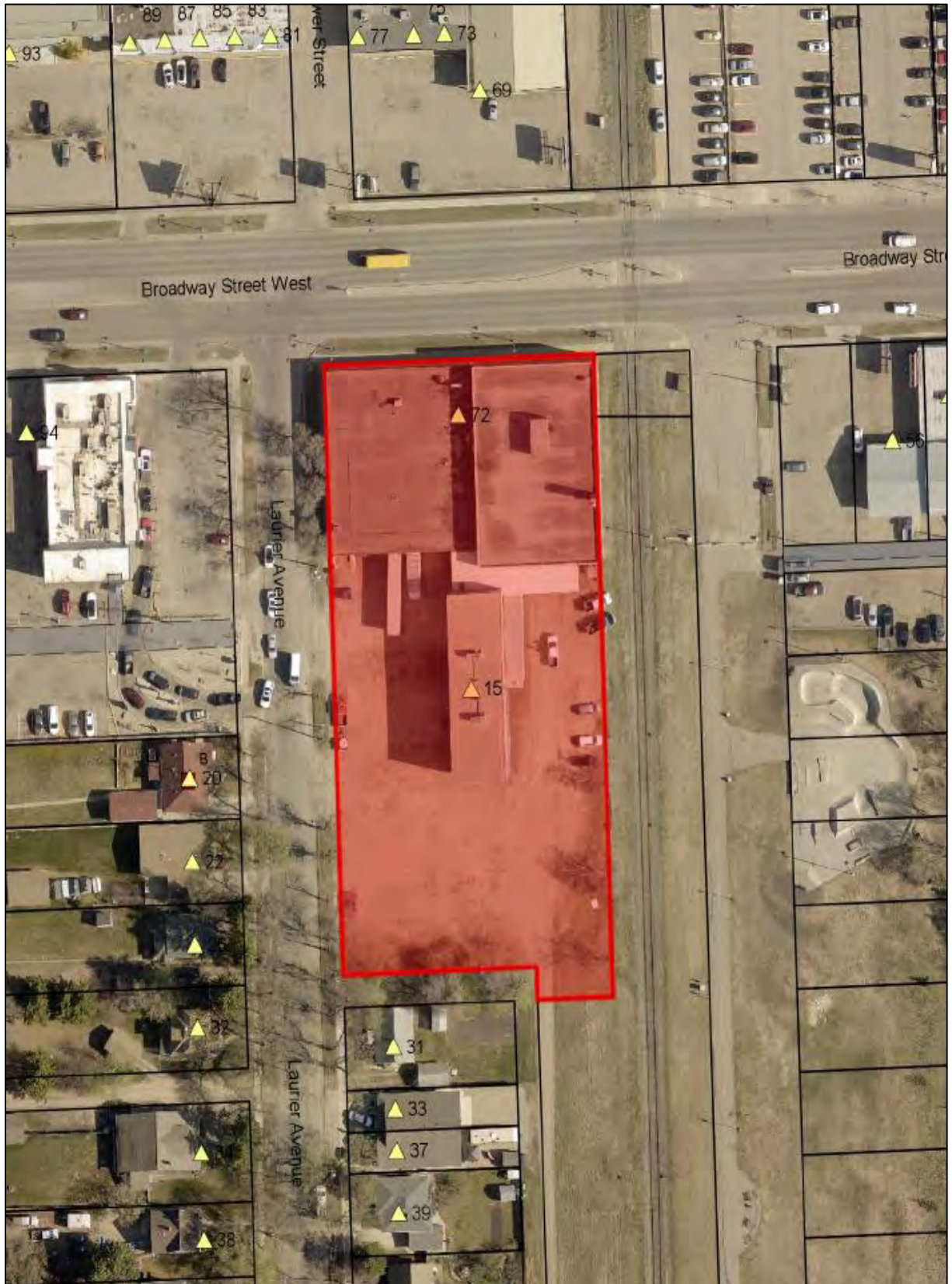
1. That Bylaw No. 3/2024, a bylaw of the City of Yorkton in the Province of Saskatchewan to rezone Lot 45, Blk/Par A, Plan 93Y11006, Parcel 142794007, civically known as 72 Broadway Street West, from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional to allow for potential future light industrial uses, be introduced and given 1<sup>st</sup> Reading this 26<sup>th</sup> day of February, A.D., 2024, and that Administration be authorized to proceed with the Public Notice process.

## Attachment 1 – Zoning Map





**Attachment 2 – 72 Broadway Street West – Aerial View – Close Up**





## Attachment 3 - Public Notice

### Public Notice

**Bylaw No. 3/2024 – Proposed Rezoning of 72 Broadway Street West to Allow for Discretionary Use Consideration of Light Industrial Uses – Amendment to Zoning Bylaw No. 14/2003**



Legal Description:	Lot 45, Blk/Par A, Plan 93Y11006
Civic Address	72 Broadway Street West
Current Zoning	C-1 City Centre Commercial
Proposed Zoning	CMI-1 Commercial-Industrial Transitional

**Details:** Yorkton City Council will consider Bylaw No. 3/2024, an amendment to Bylaw No. 14/2003, to rezone 72 Broadway Street West from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional to allow for consideration of light industrial uses on a discretionary basis in adherence with Section 3.5 of Zoning Bylaw No. 14/2003.

Pursuant to *The Planning and Development Act, 2007*, the amendment is to be publicly advertised before Council makes their final decision.

**Public Hearing:** City Council will hear all persons who are present and wish to speak to the proposed amendment and all written submissions will be read verbatim, unless the submitter is in attendance to speak on the submission, on **Monday, March 18, 2024 at 5:00 p.m. in City Hall Council Chambers, Yorkton, SK.**

**Written Submissions:** If you wish to provide written comments for Council's consideration, they must be submitted by 9:00 a.m. on Wednesday March 13, 2024. Written submissions must be directed to:

Jessica Matsalla, Director of Legislation and Procedures  
In Person: 37 Third Avenue North, Yorkton, SK  
Via Mail: Box 400, Yorkton, SK S3N 2W3  
Via Email: [jmatsalla@yorkton.ca](mailto:jmatsalla@yorkton.ca)

#### For More Information:

To see the full report on this application, and the proposed bylaw, please visit [www.Yorkton.ca](http://www.Yorkton.ca). Click or tap on the "Council Meetings" link and select "Agenda and Information Package" for the February 26, 2024 Regular Council Meeting. The report will be found in the Information Package that follows the Agenda.



Questions regarding the proposed bylaw may be directed to:

Carleen Koroluk, Land Use Planner  
Phone: (306) 786-1727  
Email: [ckoroluk@yorkton.ca](mailto:ckoroluk@yorkton.ca)

## **Attachment 4 – Bylaw 3/2024**

**City of Yorkton  
Saskatchewan**

**Bylaw No. 3/2024**

**A bylaw of the City of Yorkton in the Province of Saskatchewan  
to rezone Lot 45, Blk/Par A, Plan 93Y11006, Parcel 142794007,  
civically known as 72 Broadway Street West,  
from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional  
to allow for potential future light industrial uses.**

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**WHEREAS**, pursuant to Section 46(3) of *The Planning and Development Act, 2007*, the Council of the City of Yorkton in the Province of Saskatchewan in Council assembled hereby enacts as follows:

1. That Bylaw No. 14/2003 is amended by rezoning Lot 45, Blk/Par A, Plan 93Y11006, Parcel 142794007 as shown on Schedule 'A' attached hereto, from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional;
2. That the Zoning Districts Map attached to and forming part of Bylaw No. 14/2003, is amended to change the zoning of Lot 45, Blk/Par A, Plan 93Y11006, Parcel 142794007 as shown on Schedule 'A' attached hereto, from C-1 City Centre Commercial to CMI-1 Commercial-Industrial Transitional.

This bylaw shall come into force and take effect on the date of final passing thereof.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CITY CLERK

Introduced and read a first time this \_\_\_\_ day of \_\_\_\_\_, A.D., 2024.

Read a second time this \_\_\_\_ day of \_\_\_\_\_, A.D., 2024.

Read a third time and adopted this \_\_\_\_ day of \_\_\_\_\_, A.D., 2024.



Schedule 'A'



Lot 45, Blk/Par A, Plan 93Y11006  
Parcel 142794007



## REPORT TO COUNCIL

<b>TITLE:</b> Request for Parking Alternative in C-1 City Centre Commercial Zoning District 36 Broadway Street East	<b>DATE OF MEETING:</b> February 26, 2024
	<b>REPORT DATE:</b> February 21, 2024
<b>CLEARANCES:</b> Michael Eger - Director of Planning, Building & Development  <div>Michael Eger</div>	<b>ATTACHMENTS:</b>  1. Site Plan with Parking Layout
<b>Written by:</b> Carleen Koroluk - Land Use Planner  <div>Carleen Koroluk</div>	
<b>Reviewed by:</b> Jessica Matsalla – City Clerk  <div>Jessica Matsalla</div>	
<b>Approved by:</b> Michael Eger – Acting City Manager  <div>Michael Eger</div>	

### **Summary of History/Discussion:**

This report is in response to a Development Permit application for a “Participant Recreation – Indoors” use (Pumphouse Athletic Club) at 36 Broadway Street East (the former SLGA location).

“Participant Recreation – Indoors” is a permitted use in the C-1 City Centre Commercial zoning district and, based on the size of the development, requires a minimum of fourteen (14) off-street parking spaces.

While the site itself offers no off-street parking spaces, the property owner and the City have entered into a Purchase and Sales Agreement to subdivide and sell 12 parking spaces in the city owned parking lot at 25 Livingstone Street (see Attachment 1). A condition of the Agreement is that the new parcel be consolidated with the 36 Broadway Street East property via a Parcel Tie. This would provide 12 dedicated off street parking spaces for the primary use, leaving a deficit of two (2) parking spaces. Because of the deficit, a Development Permit has not yet been issued.

To satisfy the parking requirement, the property owner is prepared to lease two (2) spaces in the remaining City owned lot (see Attachment 1) and is requesting that Council authorize the Off Site Parking Alternative Option pursuant to Section 5.6.1 of Zoning Bylaw No. 14/2003:

*Upon approval by Council, on-site parking requirements may be met through the following alternative methods:*

#### *5.6.1 – Off-Site Parking:*

*Where a business or person(s) is deficient in the required number of on-site parking spaces, the number of parking spaces needed to meet the requirement may be purchased or leased within 120*

*metres of the business operation, under the following conditions:*

- A. The owner of the land used for off-site parking shall agree to covenant with the City by an agreement that the site on which the parking spaces are located shall be used for such purposes as long as it is required under the current Bylaw;*
- B. The land purchased or leased must be in the C-1 Zoning District; and*
- C. The Applicant can demonstrate that the walking route to the remote parking is considered to be pedestrian friendly and within a reasonable distance to the principle use and building.*

### **Administrative Review**

The subject property provides adequate indoor space for the proposed use with relatively few building code upgrades being required, despite the lack of on-site parking.

The proposed use is an existing 24 hour, membership based fitness facility that currently employs 11 staff members. It consists of approximately 1100 members currently and with a move to the new location, anticipates expanding to approximately 1500 members. Being a 24 hour facility, a large portion of activities occur early in the morning and after regular business hours, which limits parking impacts to existing businesses during typical business hours.

The subject location's close proximity to the City-owned parking lot across Third Avenue South is noted as a benefit and, as identified in the 2021 City of Yorkton Downtown Parking Review<sup>1</sup>, participation in the City's Leased Parking Space Program would fulfill Zoning Bylaw parking requirements under Section 5.6.1.

City of Yorkton *Our City: Our Future Official Community Plan*<sup>2</sup> (the OCP) Section 1.3 states:

*"Yorkton is large enough to offer visitors opportunities to spend money on goods and services, and is small enough to avoid traffic congestions and to find parking and key businesses easily."*

Section 4.2.1 with respect to downtown commercial development, states that the following policies address city centre development and future uses:

*"Develop a parking strategy in cooperation with the YBID and review parking standards for the city centre to identify existing and future needs and capacity, problem areas, and options including the feasibility of an elevated off-street parking facility."*

The OCP further states that *"maximization of parking areas, including joint-use parking arrangements is encouraged."*

The Downtown Parking Review<sup>1</sup> includes an inventory of public parking options including 363 on-street parking spaces and approximately 183 parking spaces in City owned parking lots.

The City currently has a number of lease agreements with downtown businesses to secure parking

<sup>1</sup> <https://www.yorkton.ca/en/your-city/resources/Documents/Downtown%20Parking%20Review%20-%20August%202021%20-%20WEB%20READY.pdf>

<sup>2</sup> [https://www.yorkton.ca/en/build-invest-and-grow/resources/Documents/Our-City-Our-Future-OCP\\_package.pdf](https://www.yorkton.ca/en/build-invest-and-grow/resources/Documents/Our-City-Our-Future-OCP_package.pdf)



spaces in other City owned lots (Myrtle Avenue lot and Betts Avenue lot). The lease agreements stipulate that the business is responsible for obtaining and installing signage to identify the leased spaces, as well as enforcement related to the utilization of the spaces.

Higher traffic volume businesses increase the presence and movement of people and from a planning perspective, the higher the number of people in an area, the more chance of visits to other retail spaces and the more possibility of higher sales for these businesses.

While on-street parking is available in close proximity, it is not dedicated for sole use by this property. Off-street parking is intended to provide patrons and employees with adequate space to park so to conveniently accommodate their use of the development and so that streets and properties do not become congested with the vehicles of non-patrons. Administration reviews the Zoning Bylaw on an on-going basis and changes are being considered to reduce the number of off-street parking spaces required in various districts. Due to a lack of on-site parking availability in the established downtown area, proposed requirements for redevelopment of existing buildings within the City Centre zoning district may significantly reduce or eliminate the requirement for off-street parking for certain uses. It is important to note however, that proposed changes would only be considered in conjunction with input from YBID and the Downtown Business sector.

Parking requirements for any development may be appealed to the Development Appeals Board and the owner may file an appeal requesting a parking variance to reduce the number of required parking spaces from fourteen (14) to twelve (12) in the future. At this time however, the owner is prepared to lease the additional two (2) spaces at \$200/space per year, in order to allow a Development Permit to be issued as soon as possible.

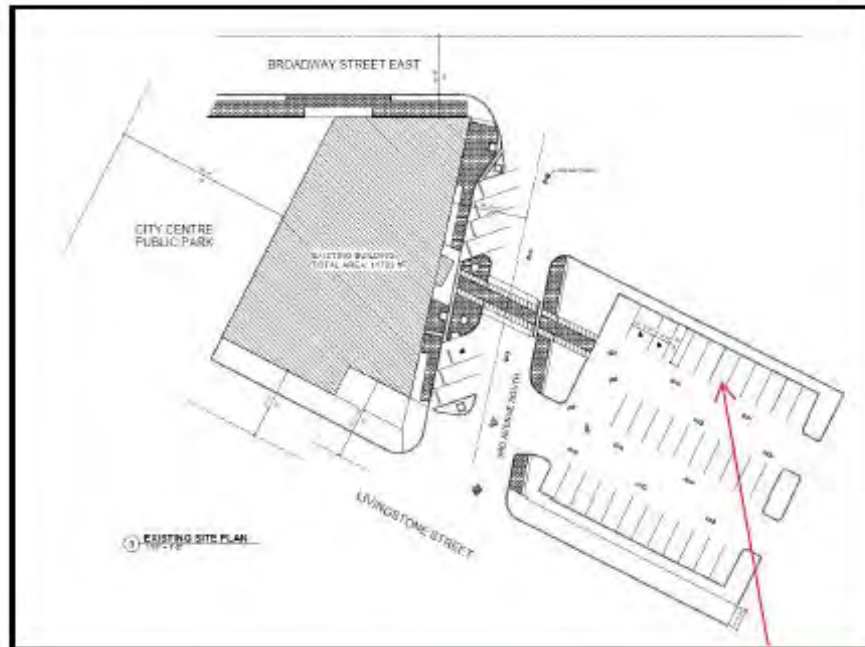
#### **Council Options:**

1. That Council approve the provision for the alternative option of required parking spaces being leased within 120 metres of the subject property;
2. That Administration be provided with alternative direction.

#### **Administrative Recommendation:**

That Council approve the alternative option of off-site parking within 120 metres of the business for parking required by Pumphouse Athletic Club at 36 Broadway Street East, legally described as Blk/Par P, Plan 101854896 with the required parking spaces being situated at 25 Livingstone Street, legally described as Lots 13 - 15, Blk/Par 7, Plan 7023 and FURTHERMORE that the Mayor and City Clerk be authorized to enter into the required Parking Agreements with the Property Owner and Developer.

## Attachment 1 – Site Plan with Parking Layout



12 Parking Spaces  
to be subdivided  
and sold as per  
Purchase and Sale  
Agreement

City owned  
Parking Lot -  
Proposed Leased  
Spaces Area

<b>TITLE: Adoption of 2024 Operating &amp; 2024/2025 Capital Budgets</b>	<b>DATE OF MEETING: February 26, 2024</b>
	<b>REPORT DATE: February 5, 2024</b>
<b>CLEARANCES:</b>	<b>ATTACHMENTS:</b>  <b>1) January 29, 2024 Report to Council and Budget Submission Package</b>  <b>2) Public Feedback Responses</b>
Written by: Ashley Stradeski - Director of Finance <b>Ashley Stradeski</b>	
Reviewed by: Jessica Matsalla - City Clerk <b>Jessica Matsalla</b>	
Approved by: Michael Eger – Acting City Manager <b>Michael Eger</b>	

## **BACKGROUND**

The proposed 2024 Operating & 2024 / 2025 Capital Budgets were presented to Council at the January 29, 2024 Council meeting. At that Council meeting, the drafts of the Operating & Capital Budgets were approved for public consumption, and published for public review on the City's website.

The detailed report (Attachment #1) includes the original report in its entirety, which includes the Operating budgets for 2024, as well as the 2024 / 2025 capital projects and funding sources.

## **DISCUSSION/ANALYSIS/IMPACT**

On January 30, 2024 the entire budget report was posted to the City's website, as well as advertised on our social media platforms, a news release and the local newspaper. The public was encouraged to review the budget and provide any feedback, comments or questions. Any legitimate public response will be summarized and presented to Council, if it is received by noon February 20 2024.

Given that the public feedback period closes on February 20, additional public comments/questions may be presented to Council by Administration on the day of the Council meeting (which may not be contained in this written report).

As of the date of this report, six written submissions were received, see Attachment #2.

They were centered around several topics, which include affordability (particularly to those on fixed incomes), capital spending on projects including facilities, comments on fleet vehicles, profitability on recreation facilities, and comments on protective services to name a few.



There were no queries received by the Finance Department in person, by phone or by email aside from those submitted through our website.

### **FINANCIAL IMPLICATIONS**

To reiterate the original budget submission, the 2024 Budget is proposed with a 3.50% increase to taxation revenue, which is broken down as follows:

All Department Operations	2.50%
Capital	<u>1.00%</u>
Total Budget Increase	<b>3.50%</b>

As the City is not allowed to run a deficit, the budget contains a small forecasted surplus of \$288.

### **COMMUNICATION PLAN/PUBLIC NOTICE**

If approved, the 2024 Budget will be posted on the City's website at [www.yorkton.ca/budget](http://www.yorkton.ca/budget) along with the public review form being available year round for general comments or queries. The approved budget will also be promoted through our social media platforms and in the local newspaper.

### **OPTIONS**

1. That Council adopt the 2024 Operating Budget as presented.
2. That Council adopt the 2024 / 2025 Capital Budget as presented.
3. That Council adopt the 2024 Operating Budget with amendments.
4. That Council adopt the 2024 / 2025 Capital Budget with amendments.
5. That Council deny the adoption of the 2024 Operating Budget & 2024 / 2025 Capital Budget as presented for reasons provided by Council.
6. That Council provides other direction to Administration.

### **RECOMMENDATION**

- 1. That Council adopt the 2024 Operating Budget as presented.**

**AND**

- 2. That Council adopt the 2024 / 2025 Capital Budget as presented.**

## REPORTS TO COUNCIL

TITLE: <b>2024 Operating &amp; 2024 / 2025 Capital Budgets</b>	DATE OF MEETING: <b>January 29, 2024</b>
	REPORT DATE: January 17, 2024
CLEARANCES:  Ashley Stradeski – Director of Finance  <b>Ashley Stradeski</b>	ATTACHMENTS:  1) <b>January 8, 2024 – Council Report;</b> 2) <b>2024 Budget Submission;</b> 3) <b>2024 Operating Budget Summary;</b> 4) <b>2024 / 2025 Capital Budget;</b> 5) <b>Tax Dollar Breakdown</b>
Written by: Amber Matechuk – City Controller  <b>Amber Matechuk</b>	
Reviewed by: Jessica Matsalla - City Clerk  <b>Jessica Matsalla</b>	
Approved by: Lonnie Kaal - City Manager  <b>Lonnie Kaal</b>	

### **BACKGROUND**

The first draft of the City’s 2024 operational and capital budgets were presented to Council at the January 8, 2024 Regular Council Meeting. At this meeting, Council directed Administration to continue budget analysis and provide further reductions before presenting the draft budget for public review. Over the recent weeks further changes have been made; resulting in additional savings.

### **DISCUSSION/ANALYSIS/IMPACT**

See attachment #1 for the full overview of the January 8<sup>th</sup> proposed budget.

Changes from that initial budget include:

- Reduction in staffing costs in conjunction with planned retirements
- Reduction in the number of city-owned fleet vehicles (1/2 tons used by staff)
- Reduction of staff car allowances

Approximately \$119,084 in savings were found through these planned reductions. Since \$72,203 is within the waterworks budget, this does not help reduce the proposed tax rate increase, because the waterworks budget is reflected through the utility rates. The remaining \$46,881 does affect the tax rate, and helps reduce the proposed tax increase.

With these changes, the new proposed budget includes an increase in taxation revenue, broken down as follows:

- Operations 2.5%
- Capital 1.0%
- Total **3.5%**

This works out to approximately \$984,000 in additional taxation revenue.

### **FINANCIAL IMPLICATIONS**

This budget represents the City's planned revenues and expenditures for the 2024 fiscal year. The proposed increase in taxation revenue sits below the rate of inflation. The budget has been prepared with the mindset of cost control, same service delivery as prior years, and minimizing impact to taxpayers.

The estimated impact to the average residential homeowner will be approximately a \$6.15 increase a month, or roughly twice that for an equally value commercial property.

### **COMMUNICATION PLAN/PUBLIC NOTICE**

As has been our practice, the package included with this report will be made public on our website (subject to Council's approval tonight). The Budget Submission presentation will be posted permanently on the City's website as well.

The budget information will be posted January 30, 2024, until the following Council meeting in February in order for feedback to be collected from the public. We encourage taxpayers to review the package, and contact Administration with comments or questions. Online feedback forms are available through our website at [www.yorkton.ca/budget](http://www.yorkton.ca/budget) as well as phone number and email contact information. Social media posts/newspaper ads will also direct the public to our website.

### **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 (including summary of public feedback) to the February 26<sup>th</sup>, 2024 Council Meeting for adoption.
2. Other direction as Council deems appropriate.

### **ADMINISTRATIVE RECOMMENDATION(S)**

**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 (including summary of public feedback) to the February 26<sup>th</sup>, 2024 Council Meeting for adoption.**



## REPORTS TO COUNCIL

TITLE: <b>2024 Operating &amp; 2024 / 2025 Capital Budgets</b>	DATE OF MEETING: <b>January 8, 2024</b>
	REPORT DATE: January 3, 2024
CLEARANCES:	ATTACHMENTS: <b>1) 2024 Budget Submission;</b> <b>2) 2024 Operating Budget Summary;</b> <b>3) 2024 / 2025 Capital Budget;</b> <b>4) Tax Dollar Breakdown</b>
Written by: Ashley Stradeski – Director of Finance	 <b>Ashley Stradeski</b> Digitally signed by Ashley Stradeski Date: 2024.01.08 15:11:42 -06'00'
Reviewed by: Jessica Matsalla - City Clerk	 <b>Jessica Matsalla</b> Digitally signed by Jessica Matsalla Date: 2024.01.04 13:55:57 -06'00'
Approved by: Lonnie Kaal - City Manager	 <b>Lonnie Kaal</b> Digitally signed by Lonnie Kaal Date: 2024.01.05 11:58:18 -06'00'

**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>
<b>Total:</b>	<b>3.65%</b>

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](http://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 29<sup>th</sup>, 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.**



*Where Good Things Happen!*

# **City Budget 2024**

## **Operating & Capital**

**Presented to Council – January 29, 2024**

# Operating Summary

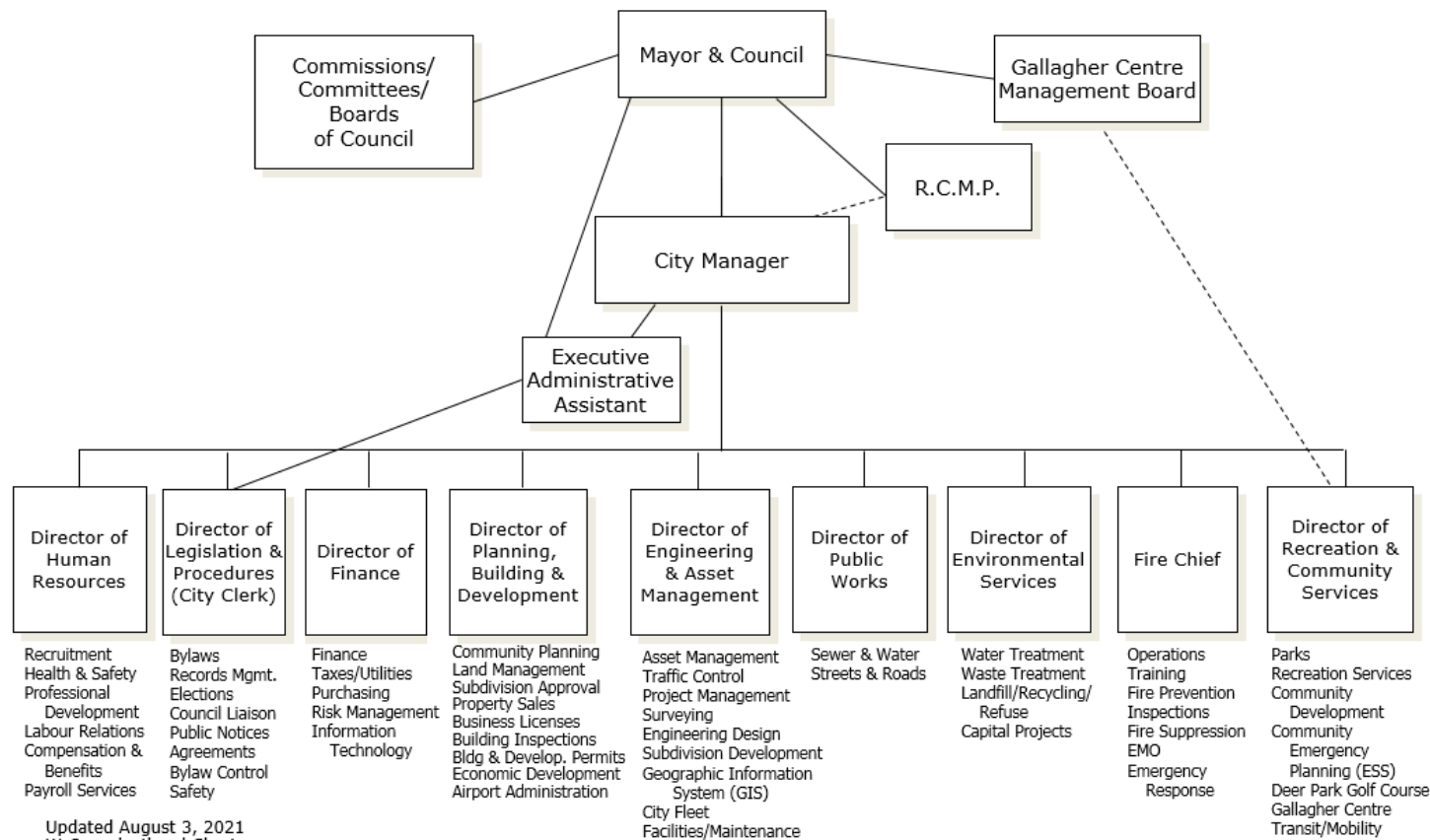
- Providing same levels of service as prior years
- Reflects minimal changes to operations
- Includes regular cost increases for:
  - Utilities
  - Wages
  - Insurance
- Presented on a department by department basis, with significant variances explained
- **Average rate of inflation for 2023 = 3.8%**





# Operating Budget – The Means to Provide Services

## City of Yorkton - Organizational Structure



Updated August 3, 2021  
W:Organizational Charts

# General Revenue

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenue</b>					
Taxes including Grants In Lieu	26,623,420	27,853,027	29,029,649	1,176,622	4.22%
Tax Losses	(142,714)	(100,000)	(100,000)	0	0%
Interest Income and Tax Penalties	928,863	482,075	520,000	37,925	7.87%(1)
Crown Surcharges	3,372,972	3,200,000	3,360,000	160,000	5.00%(2)
Municipal Operating Grant	2,946,632	3,287,000	3,767,000	480,000	14.60%(3)
	<u>33,729,174</u>	<u>34,722,102</u>	<u>36,576,649</u>	<u>1,854,547</u>	<u>5.34%</u>

	<b>Variances:</b>
(1)	Increase due to higher interest rates (although lower cash balance)
(2)	Increased to match 2023 projection
(3)	Increase in revenue sharing

# Legislative



## Administers:



Election



Support & training for Council objectives



Council receptions/committees



Local grants (YBID, Film Festival, Art gallery and Tourism facility rents, youth rec facility rebates) and donations



# Legislative

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Expenses</b>					
Council remuneration	257,174	277,130	284,881	7,751	2.80%
City promotional	10,648	20,000	20,000	0	0.00%
Office expense	78,302	96,121	113,225	17,104	17.79%(1)
Election expense	0	5,000	6,000	1,000	20.00%
Receptions & recognitions	6,840	7,000	9,000	2,000	28.57%
Grants and donations	244,234	256,600	287,500	30,900	12.04%(2)
Facility rebates	199,690	161,500	161,500	0	0.00%
	<u>796,888</u>	<u>823,352</u>	<u>882,106</u>	<u>58,754</u>	<u>7.14%</u>

## Variances:

- |     |  |
|-----|--|
| (1) | Increase for meeting management/streaming software |
| (2) | Increased Godfrey Dean and Lions Club grant        |



# Corporate Services

# Corporate Services

Provides support for city-wide services

## *City Clerk's Office*



- Records management – policies/bylaws/minutes
- Council admin – meetings/agendas/elections
- Committee administration
- Legal matters
- Privacy and access to information
- City-wide contract administration
- Land leases
- Bylaw services (traffic, parking, property standards and enforcement)
- City-wide safety programs and administration



# Corporate Services

## *Human Resources*



- Recruitment and onboarding of new employees
- Corporate learning and development strategy
- Workforce planning
- Payroll and benefits administration
- OH&S programming, COR certification
- Administration and management of disability claims (WCB, STD, LTD)
- Employee relations, performance management and discipline
- Unionized relations and the bargaining cycle

## *Finance*



- Budget
- Property tax (assessment and enforcement)
- Utility billing administration and collections
- Accounts payables, receivables, city-wide payment processing
- Financial reporting and treasury management
- Insurance and risk management
- City-wide IT services, security, network and delivery

# Corporate Services

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Leased Land	15,842	25,000	25,000	0	0.00%
Office Services	156,780	41,000	51,000	10,000	24.39%(1)
Bylaw Services	54,456	82,000	72,000	(10,000)	-12.20%(2)
Parking Fees	17,110	20,000	18,000	(2,000)	-10.00%
	244,187	168,000	166,000	(2,000)	-1.19%
<b>Expenses</b>					
City Manager/City Clerk	587,749	616,807	647,082	30,275	4.91%
Human Resources	604,093	666,072	700,379	34,307	5.15%
Finance/Information					
Technology	1,226,983	1,249,643	1,295,682	46,039	3.68%
City Administration	878,124	977,400	1,068,900	91,500	9.36%(3)
City Owned Property	3,432	10,000	10,000	0	0.00%
Bylaw	340,444	364,170	404,814	40,644	11.16%(4)
Parking	29,316	22,050	15,300	(6,750)	-30.61%
	3,670,141	3,906,141	4,142,157	236,016	6.04%
<b>Net Expenses over Revenue</b>	<b>3,425,953</b>	<b>3,738,141</b>	<b>3,976,157</b>	<b>238,016</b>	<b>6.37%</b>

## Variances:

- |     |   |
|-----|---|
| (1) | Tax enforcement fees – increase to new item added in 2023             |
| (2) | Adjusting to reflect average  |
| (3) | Increase due to Sask Housing Loss                                     |
| (4) | New dog license software, communications cost (videos, info campaign) |

The background is a collage of three images. The top right shows a fire truck with its emergency lights flashing at night. The top left shows a brick sign for 'City of Yorkton Fire Protective Services'. The bottom shows the interior of a fire station with several fire trucks parked in bays, and a close-up of firefighting gear hanging on a rack.

# Fire Protective Services



# Fire Protective Services

## Provides:



- Fire suppression for the City, RM of Wallace, RM of Orkney and York Lake (24 hour availability)



- Vehicle accident rescue and response
- Emergency medical response support
- Prevention (fire drills, CO2 detection)



- Manages mass alert system city-wide (Voyent Alert)
- Public education and equipment safety programs
- Fire inspections (residential, commercial, industrial)
- Emergency management (EMO) for the City and Fire Hall acts as Emergency Operations Centre
- Hazardous material response
- Train derailment response

# Fire Protective Services

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Fire Service Fees	91,875	75,500	77,500	2,000	2.65%
Fire Service Agreements	385,130	385,000	425,000	40,000	10.39%(1)
	<u>477,005</u>	<u>460,500</u>	<u>502,500</u>	<u>42,000</u>	<u>9.12%</u>
<b>Expenses</b>					
Administration	493,256	463,904	575,212	111,308	23.99%(2)
Prevention & Education	10,365	20,300	15,300	(5,000)	-24.63%
Operations & Suppression (IAFF)	2,215,958	2,311,762	2,386,823	75,061	3.25%(3)
Training	21,324	39,000	34,000	(5,000)	-12.82%
Equipment	364,721	296,620	307,620	11,000	3.71%
Hall Maintenance	124,645	97,990	124,310	26,320	26.86%(4)
Emergency Measures	8,269	24,135	24,135	0	0.00%
	<u>3,238,538</u>	<u>3,253,711</u>	<u>3,467,400</u>	<u>213,689</u>	<u>6.57%</u>
<b>Net Expenses over Revenue</b>	<u>2,761,533</u>	<u>2,793,211</u>	<u>2,964,900</u>	<u>171,689</u>	<u>6.15%</u>

## Variances:

- |     |   |
|-----|---|
| (1) | Increase to reflect actual charge in 2023 |
| (2) | Additional deputy fire chief              |
| (3) | IAFF contract increase                    |
| (4) | Increase in utilities, maintenance        |



# RCMP





# RCMP

## Provides:



- 24-hour policing service with a 28 member force
- Public education programs (bike rodeo, positive ticketing, driving without impairment, school resource officer)
- GIS (plain clothes unit, warrant writing, drug enforcement)
- Police and Crisis Team (assists with mental health calls, community service needs, liaison with Yorkton Hospital)
- Crime Reduction Unit (warrants executions, offender compliance checks)
- Events monitoring/parade escorts
- School zones and traffic enforcement
- King's Bench security
- Criminal record checks
- Victim services

# RCMP

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Court fines & criminal record checks	166,726	220,000	230,000	10,000	4.55%
Rent agreement	61,815	61,197	61,197	0	0.00%
Provincial Government funding	334,950	330,000	343,000	13,000	3.94%
	<u>563,491</u>	<u>611,197</u>	<u>634,197</u>	<u>23,000</u>	<u>3.76%</u>
<b>Expenses</b>					
Administration	604,955	861,590	895,871	34,281	3.98%
Federal Contract	<u>5,245,501</u>	<u>5,125,000</u>	<u>5,450,000</u>	<u>325,000</u>	<u>6.34%(1)</u>
	<u>5,850,456</u>	<u>5,986,590</u>	<u>6,345,871</u>	<u>359,281</u>	<u>6.00%</u>
<b>Net Expenses over Revenue</b>	<u><u>5,286,964</u></u>	<u><u>5,375,393</u></u>	<u><u>5,711,674</u></u>	<u><u>336,281</u></u>	<u><u>6.26%</u></u>

## Variances:

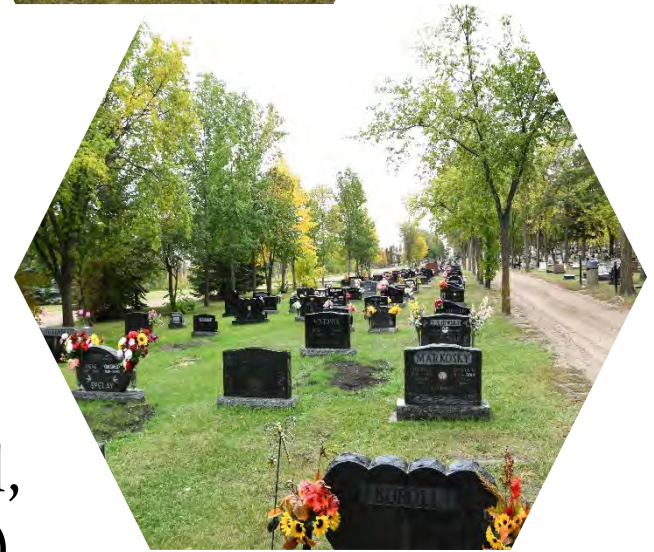
(1) RCMP contract price increase

# Cemetery

## Provides:



- Casket, cremation and columbarium internments
- Coordinate plot sales and buy-back programs, permit applications
- Site preparation
- Maintenance services (grass cutting, flowers, snow removal, tree pruning, ground levelling)

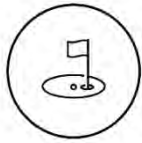




# Cemetery

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Sales, permits & fees	171,606	205,000	215,000	10,000	4.88%
	171,606	205,000	215,000	10,000	4.88%
<b>Expenses</b>					
Salaries & Benefits	83,574	118,825	126,100	7,275	6.12%
Utilities	9,570	14,862	15,672	810	5.45%
Maintenance & Equipment	121,049	100,340	101,000	660	0.66%
	214,193	234,027	242,772	8,745	3.74%
<b>Net Expenses over Revenue</b>	42,587	29,027	27,772	(1,255)	-4.32%
<b>Transfer to / from Reserve</b>	8,474	7,500	10,000	2,500	100.00%
	51,061	36,527	37,772	1,245	3.41%

# Deer Park



- 18 hole full service golf course



- Pro shop, clubhouse, food and beverage services



- Tournament hosting
- Junior, Adult, and Senior programs
- Maintenance (irrigation, grass cutting, course repairs)



# Deer Park

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Fees, season passes & tournaments	489,067	493,000	558,000	65,000	13.18%(1)
Concession rent	0	5,000	36,000	31,000	620.00%(2)
	<u>489,067</u>	<u>498,000</u>	<u>594,000</u>	<u>96,000</u>	<u>19.28%</u>
<b>Expenses</b>					
Administration	126,703	109,500	142,000	32,500	29.68%
Golf Course	489,431	508,250	530,750	22,500	4.43%(3)
Clubhouse	74,938	50,000	75,600	25,600	51.20%(4)
Fleet equipment	107,000	118,000	125,000	7,000	5.93%
	<u>798,072</u>	<u>785,750</u>	<u>873,350</u>	<u>87,600</u>	<u>11.15%</u>
<b>Net Expenses over Revenue</b>	<u>309,005</u>	<u>287,750</u>	<u>279,350</u>	<u>(8,400)</u>	<u>-2.92%</u>

	Variances:
(1)	Projected increase in usage, includes 3% fee increase
(2)	New item – restaurant rent
(3)	Wage increases (per CUPE agreement)
(4)	Utilities at clubhouse – new water bill, winter janitorial, insurance



# Library



## Provides:



Library services contracted through Parkland Regional Library/Yorkton Public Library (books, movies, digital resources, library loans, internet provision)



Our budget provides for the annual levy, library programming activities and operations of the building including:



- Utilities
- Rental rooms
- Janitorial
- Snow removal
- Security

# Library

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Rental income	8,263	7,000	7,000	0	0.00%
Fees and other revenue	14,861	15,000	15,000	0	0.00%
	<u>23,124</u>	<u>22,000</u>	<u>22,000</u>	<u>0</u>	<u>0.00%</u>
<b>Expenses</b>					
Building & maintenance	190,377	155,442	191,283	35,841	23.06%(1)
Materials	50,657	44,000	46,200	2,200	5.00%
Regional levy requisition	343,387	350,000	390,000	40,000	11.43%(2)
	<u>584,422</u>	<u>549,442</u>	<u>627,483</u>	<u>78,041</u>	<u>14.20%</u>
<b>Net Expenses over Revenue</b>	<u>561,298</u>	<u>527,442</u>	<u>605,483</u>	<u>78,041</u>	<u>14.80%</u>

## Variances:

- |     |  |
|-----|--|
| (1) | Building was budgeted for only 75% costs in 2023 (presumed sale), increase back to 100% for 2024 |
| (2) | Estimate for 2024  |

# RCS - Admin

## Provides:



- General RCS dept-wide administration
- Contract and agreements management
- Community and Culture programs (fitness, activities, summer programming, park parties)



- Heritage and archives
- Sask lottery grant administration to community



- Deer Park marketing, administration and cash reporting
- Cemetery finance and administration





## RCS - Admin

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Fees	70,028	73,500	73,500	0	0.00%
Grant revenue	195,692	201,400	209,319	7,919	3.93%
	<u>265,720</u>	<u>274,900</u>	<u>282,819</u>	<u>7,919</u>	<u>2.88%</u>
<b>Expenses</b>					
Administration	350,042	345,106	366,085	20,979	6.08%(1)
Heritage	32,046	38,000	31,095	(6,905)	-18.17%(2)
Programming	422,367	430,154	457,592	27,438	6.38%(3)
	<u>804,456</u>	<u>813,260</u>	<u>854,772</u>	<u>41,512</u>	<u>5.10%</u>
<b>Net Expenses over Revenue</b>	<u>538,736</u>	<u>538,360</u>	<u>571,953</u>	<u>33,593</u>	<u>6.24%</u>

### Variances:

- |     |   |
|-----|---|
| (1) | ExplorRec App (booking application)               |
| (2) | Will fluctuate if we get grant for summer student |
| (3) | Increased grant allocations and wages             |

# RCS - Facilities

## Provides:

Preventative, reactive maintenance, capital upgrades, janitorial services and snow removal for facilities including:

- *Godfrey Dean/Land Titles* – facility rentals, strategic partnerships (Art Gallery, Arts Council, Film Festival)
- *Gloria Hayden* – sport and recreation programming, gym rentals
- *Tourism/Chamber*
- *Library*
- *Kinsmen Arena*
- *Deer Park Clubhouse*
- *Outdoor man-made structures*



# RCS – Facilities

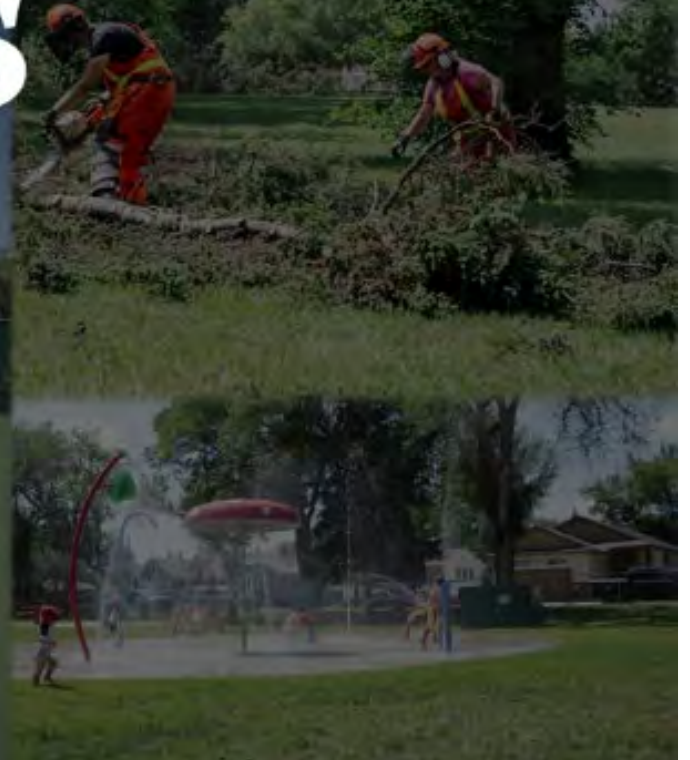
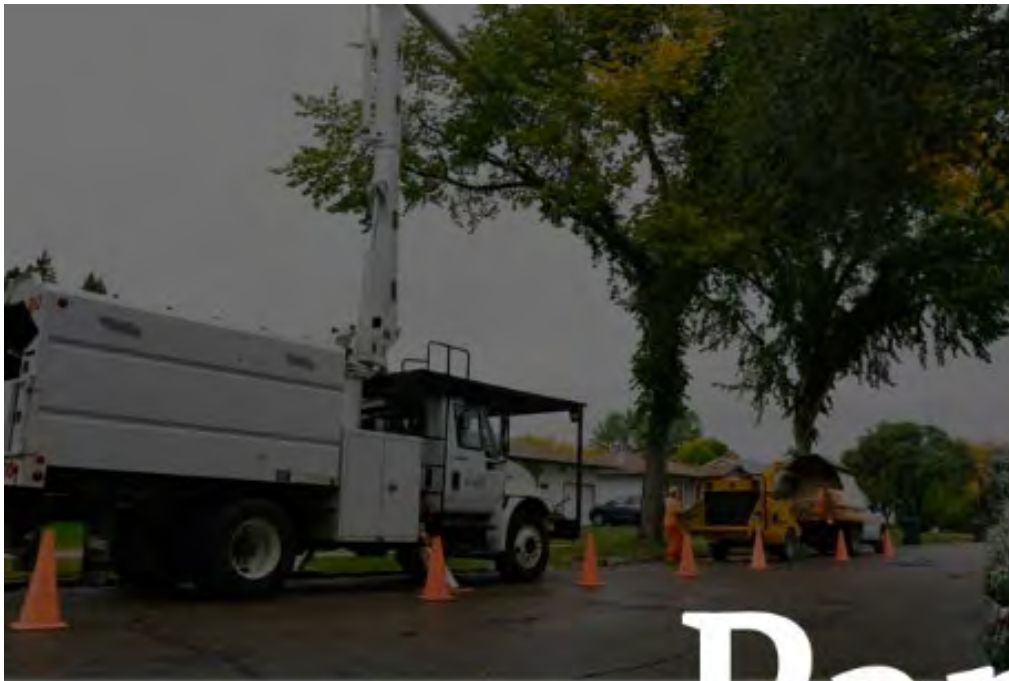
	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Godfrey Dean	63,221	59,000	59,000	0	0.00%
Kinsmen Arena	329,154	226,250	290,750	64,500	28.51%(1)
Gloria Hayden	64,868	55,000	56,000	1,000	1.82%
Tourism	19,236	24,000	32,000	8,000	33.33%(2)
	<u>476,480</u>	<u>364,250</u>	<u>437,750</u>	<u>73,500</u>	<u>20.18%</u>
<b>Expenses</b>					
Godfrey Dean	71,912	80,050	79,400	(650)	-0.81%
Kinsmen Arena	338,664	310,588	314,578	3,990	1.28%
Gloria Hayden	111,885	121,300	128,030	6,730	5.55%
Facility Maintenance	228,794	249,090	253,160	4,070	1.63%
Tourism	41,699	34,400	34,200	(200)	-0.58%
	<u>792,953</u>	<u>795,428</u>	<u>809,368</u>	<u>13,940</u>	<u>1.75%</u>
<b>Net Expenses over Revenue</b>	<u>316,474</u>	<u>431,178</u>	<u>371,618</u>	<u>(59,560)</u>	<u>-13.81%</u>

## Variances:

- (1) Increased based on 2022 actuals and 2023 YTD
- (2) Increase in Chamber billing



# Parks



# RCS - Parks

## Provides:



- City-wide green space and park management
- Urban forestry (tree trimming, debris, maintenance of 20,000+ trees)



- Grass cutting (city-wide, over 550 acres)
- Horticulture and beautification (shrubs/flowers)
- Sportsfields maintenance (ball diamonds, soccer fields, disc golf course, tennis courts)
- Playgrounds (8), spray parks (3), outdoor rinks (5), skate park, dog park



- Pathways (9.6 km paved, 9.9 km unpaved) (includes snow removal and maintenance)
- Pest control (weeds, tree worms, mosquitoes, Dutch Elm disease, gophers)

# RCS - Parks

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Parks/Ball Diamonds	57,811	79,600	74,000	(5,600)	-7.04%
Other outdoor	13,924	15,400	15,750	350	2.27%
	<u>71,735</u>	<u>95,000</u>	<u>89,750</u>	<u>(5,250)</u>	<u>-5.53%</u>
<b>Expenses</b>					
Administration	426,730	458,124	478,740	20,616	4.50%
Parks maintenance	232,178	240,450	245,350	4,900	2.04%
Grass cutting	291,685	342,460	378,760	36,300	10.60%(1)
Forestry	328,381	333,600	294,600	(39,000)	-11.69%(1)
Soccer fields	21,858	34,625	37,200	2,575	7.44%
Horticultural	116,603	142,700	146,750	4,050	2.84%
Pest control	25,616	41,060	46,250	5,190	12.64%
Ball diamonds	108,911	100,400	101,800	1,400	1.39%
Outdoor facilities	118,796	139,100	154,065	14,965	10.76%
	<u>1,670,757</u>	<u>1,832,519</u>	<u>1,883,515</u>	<u>50,996</u>	<u>2.78%</u>
<b>Net Expenses over Revenue</b>	<u>1,599,022</u>	<u>1,737,519</u>	<u>1,793,765</u>	<u>56,246</u>	<u>3.24%</u>

## Variances:

- |     |  |
|-----|--|
| (1) | Reallocation of staff from forestry to grass cutting |
|-----|--|



# Transit

## Provides:



- Contracted service through SaskAbilities
- RCS supervises contract, administration
- Maintenance of transit vehicles and stops/shelters



# Transit

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Grants	95,377	55,000	55,000	0	0.00%
Transit	28,247	27,520	53,200	25,680	93.31%
	<u>123,624</u>	<u>82,520</u>	<u>108,200</u>	<u>25,680</u>	<u>31.12%</u>
<b>Expenses</b>					
Maintenance and Insurance	97,781	98,500	98,500	0	0.00%
Operating Costs	446,789	350,900	452,717	101,817	29.02%(1)
	<u>544,569</u>	<u>449,400</u>	<u>551,217</u>	<u>101,817</u>	<u>22.66%</u>
<b>Net Expenses over Revenue</b>	420,945	366,880	443,017	76,137	20.75%
<b>Transfer to Reserves</b>	<u>17,000</u>	<u>19,000</u>	<u>21,000</u>	<u>2,000</u>	<u>10.53%</u>
	<u><u>437,945</u></u>	<u><u>385,880</u></u>	<u><u>464,017</u></u>	<u><u>78,137</u></u>	<u><u>20.25%</u></u>

## Variances:

- (1) Increase to reflect actuals (fuel, contracted services, repairs, shelter maintenance)

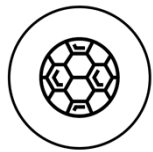


# Gallagher Centre



# Gallagher Centre

## Provides:



- Community programs (drop in sports, public skating, walking tracks)
- Sport, recreation and event hosting
- Aquatic programs, rentals and swimming lessons
- Ice surfaces (hockey arena, curling rink)
- Convention Centre (small – large meetings, conferences, weddings, catering)
- Exhibition grounds, grandstand, agricultural events

# Gallagher Centre

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
General fees & commissions	289,225	288,300	288,300	0	0.00%
Agri-Pavillion	1,699	16,081	15,500	(581)	-3.61%
Ice rentals	374,874	332,842	362,000	29,158	8.76%(1)
Room rentals	64,774	71,588	70,000	(1,588)	-2.22%
Convention centre & concession	220,337	256,563	265,000	8,438	3.29%
Curling rink	61,502	55,000	58,000	3,000	5.45%
Flexi-Hall	120,415	133,838	143,000	9,163	6.85%
Grounds & parking lot	7,078	12,450	12,000	(450)	-3.61%
Waterpark	601,497	676,450	707,000	30,550	4.52%
	1,741,399	1,843,110	1,920,800	77,690	4.22%
<b>Expenses</b>					
Administration	520,199	537,220	555,331	18,111	3.37%
Agri-Pavillion	56,459	58,885	64,864	5,979	10.15%
Arena	326,013	455,250	486,771	31,521	6.92%(2)
Building maintenance and utilities	759,234	753,890	759,890	6,000	0.80%
Janitorial	561,466	409,144	426,853	17,709	4.33%
Convention centre & concession	128,560	146,081	144,429	(1,652)	-1.13%
Curling rink	19,255	31,320	32,157	837	2.67%
Flexi-Hall	48,485	60,580	62,540	1,960	3.24%
Grounds & parking lot	104,701	138,170	143,483	5,313	3.85%
Waterpark	1,291,719	1,392,960	1,483,485	90,525	6.50%(3)
	3,816,092	3,983,500	4,159,803	176,303	4.43%
<b>Net Expenses over Revenue</b>	2,074,692	2,140,390	2,239,003	98,613	4.61%
<b>Transfer (from) to Reserves</b>	34,999	35,000	35,000	0	0.00%
	2,109,691	2,175,390	2,274,003	98,613	4.53%

## Gallagher Centre (continued)

	Variances:
(1)	Increased based on prior year ice usage
(2)	Assigned staff increase
(3)	Increased utility costs; shutdown maintenance costs





# Engineering & Asset Management

# Engineering & Asset Mgmt

## Provides:



- Engineering services and support for city-wide projects:

- Technical expertise, cost estimations
- Engineering standards
- Drafting (AutoCAD), surveying, custom mapping
- Infrastructure design
- Subdivision development



- Capital project management (tenders, contracts)
- Traffic control (intersection design, traffic analysis, day to day operations, and equipment maintenance)
- Street lights (repair and maintenance, long term planning)
- Drainage (storm water modeling, investigation, improvements)
- Asset Management (GIS database, civic addressing, asset inventory, conditions, risk assessment)



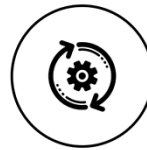
# Engineering & Asset Management

	Actual	Budget	Budget	\$	%
	2022	2023	2024	Change	Change
<b>Expenses</b>					
Engineering	742,750	777,015	804,680	27,665	3.56%
Street Lighting	590,212	584,800	599,800	15,000	2.56%
Traffic Control	73,082	89,835	90,495	660	0.73%
	<u>1,406,044</u>	<u>1,451,650</u>	<u>1,494,975</u>	<u>43,325</u>	<u>2.98%</u>



# Engineering - Facilities

## Provides:



Maintenance services for non-recreation facilities and equipment including:



- City Hall (including janitorial)
- City Operations Centre
- Sewer Treatment Plant
- Water Treatment Plant



Capital upgrades as needed



# Engineering - Facilities

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
City Operations Centre Rental	228,000	249,000	281,500	32,500	13.05%
City Hall Rental	420,018	440,734	455,570	14,836	3.37%
	<u>648,018</u>	<u>689,734</u>	<u>737,070</u>	<u>47,336</u>	<u>6.86%</u>
<b>Expenses</b>					
Salaries and wages	224,127	240,709	255,503	14,794	6.15%
Maintenance and contracted services	112,513	160,000	142,000	(18,000)	-11.25%
Janitorial	77,760	91,000	86,000	(5,000)	-5.49%
Insurance	45,473	44,500	55,000	10,500	23.60%(1)
Utilities	245,460	217,100	271,200	54,100	24.92%(1)
Materials & supplies	44,696	43,000	48,000	5,000	11.63%
Equipment	10,352	10,500	10,500	0	0.00%
	<u>760,382</u>	<u>806,809</u>	<u>868,203</u>	<u>61,394</u>	<u>7.61%</u>
<b>Net Expenses over Revenue</b>	<u>112,364</u>	<u>117,076</u>	<u>131,133</u>	<u>14,057</u>	<u>12.01%</u>

## Variances:

(1) Utilities and insurance increases to match actuals

# Engineering - Fleet

## Provides:



Vehicle and equipment maintenance services for entire city



Over 265 vehicles/equipment maintained



Fleet and equipment value of approx. \$21.4 million





# Engineering - Fleet

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Fleet Rental	2,494,006	1,940,000	2,010,000	70,000	3.61%
<b>Expenses</b>					
Salaries & Benefits	457,917	474,317	493,231	18,914	3.99%
Fuel	387,659	395,000	410,000	15,000	3.80%
Insurance	115,155	140,000	140,000	0	0.00%
Parts, Supplies & Maintenance	352,049	285,000	305,000	20,000	7.02%
Rent & Building Costs	84,498	119,920	137,011	17,091	14.25%(1)
	<u>1,397,277</u>	<u>1,414,237</u>	<u>1,485,242</u>	<u>71,005</u>	<u>5.02%</u>
<b>Net Expenses over Revenue</b>	1,096,729	525,763	524,758	(1,005)	-0.19%
<b>Transfers to/from Reserves</b>	<u>1,096,729</u>	<u>525,763</u>	<u>524,758</u>	<u>(1,005)</u>	<u>-0.19%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>0.00%</u>

## Variances:

(1) Utility cost increases

# Planning, Building, Economic Development & Airport

## *Planning services:*

- Administer and implement official community plan, zoning and development bylaws and plans
- Liaise with land developers, property owners, regional planning district
- Development permits, land agreements, contracts, easements

## *Building services:*

- Approve/administer building permits
- Property/building inspections
- Enforce building code and property standards
- Administer business license bylaw



# Planning, Building, Economic Development & Airport

## *Economic Development:*

- Create opportunities for business attraction, retention and growth
- Property sales/acquisition
- Administer incentives
- Promotional activities for the City (marketing material, website and social media)
- Liaise with business community, Chamber, YBID, Ec Dev Committee



## *Airport Management:*

- Day-to-day operations, maintenance and development
- Management of tenants, leases, contractors
- Regulatory compliance and safety





# Planning, Building, Economic Development & Airport

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Business Licenses	97,510	95,000	100,000	5,000	5.26%
Building & Development Permits	166,454	110,000	112,755	2,755	2.50%
Zoning & Subdivision Fees	22,475	3,000	6,849	3,849	128.30%
Airport	162,903	144,134	150,688	6,554	4.55%
	<u>449,343</u>	<u>352,134</u>	<u>370,292</u>	<u>18,158</u>	<u>5.16%</u>
<b>Expenses</b>					
Planning Services	329,555	298,288	309,795	11,507	3.86%
Building Services	233,379	269,446	284,058	14,612	5.42%
Economic Development	352,581	405,099	418,190	13,091	3.23%
Airport	282,379	275,800	293,285	17,485	6.34%(1)
	<u>1,197,894</u>	<u>1,248,633</u>	<u>1,305,328</u>	<u>56,695</u>	<u>4.54%</u>
<b>Net Expenses over Revenue</b>	748,551	896,499	935,036	38,537	4.30%
<b>Transfer to Reserves</b>	<u>64,328</u>	<u>65,000</u>	<u>65,000</u>	<u>0</u>	<u>0.00%</u>
	<u>812,879</u>	<u>961,499</u>	<u>1,000,036</u>	<u>38,537</u>	<u>4.01%</u>

## Variances:

(1) Increase in contracted service costs (snow removal)



# Public Works

# Public Works

## Provides:



- General administration including managing contracts, inventory control, public inquiries and custom work



- Roads (over 200 km) and sidewalks (over 150 km) maintenance:

- Street cleaning/sweeping
- Snow removal/ice control
- Pot hole repairs
- Road resurfacing
- Annual inspections



- Street sign/traffic line maintenance
- Drainage and storm sewer maintenance (over 115 km)



# Public Works

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Urban Connector Grant	226,298	113,150	113,150	0	0.00%
Snow Permits	11,000	7,000	7,000	0	0.00%
Custom Work	8,262	5,000	5,000	0	0.00%
	245,560	125,150	125,150	0	0.00%
<b>Expenses</b>					
Administration	1,077,405	1,048,761	1,112,338	63,577	6.06%(1)
Street Cleaning	161,205	168,200	169,700	1,500	0.89%
Surfaced Streets & Lanes	1,491,433	1,591,300	1,745,300	154,000	9.68%(2)
Gravelled Streets & Lanes	176,305	206,000	207,000	1,000	0.49%
Drainage & Storm Sewer	190,369	372,600	374,600	2,000	0.54%
Catch Basin Maintenance	91,153	76,200	77,700	1,500	1.97%
Inspections	192,952	241,000	243,000	2,000	0.83%
Ice Control	268,184	123,700	175,000	51,300	41.47%(3)
Snow Removal	1,285,076	702,500	820,000	117,500	16.73%(3)
Sidewalk & Curb Maintenance	86,022	131,500	133,000	1,500	1.14%
Decorative Lighting	14,413	13,500	13,500	0	0.00%
Traffic Control	54,321	46,000	46,000	0	0.00%
Traffic Lines	77,212	75,300	76,300	1,000	1.33%
Street Sign Maintenance	8,653	13,000	13,000	0	0.00%
Railway & Watershed Levy	45,777	42,500	46,000	3,500	8.24%
Custom Work	1,947	5,000	5,000	0	0.00%
	5,222,427	4,857,061	5,257,438	400,377	8.24%
<b>Net Expenses over Revenue</b>	4,976,867	4,731,911	5,132,288	400,377	8.46%
<b>Transfer to (from) Reserves</b>	0	0	0	0	0%
	4,976,867	4,731,911	5,132,288	400,377	8.46%

## Public Works (continued)

	Variances:
(1)	Salary and benefit increases (all PW benefits, including CUPE here); increased utility costs
(2)	Increase to keep up with higher cost of roadwork
(3)	Increase to reflect average (past two years very high snowfall)

# Enviro Services – Landfill

## Provides:



Waste disposal site for residential, commercial, industrial and outside city use (including large scale composting, organics and yard waste)



Daily operations contracted out to Hartmier Contracting



Annual profits kept with utility to plan for future capital expansion and decommissioning





# Enviro Services - Landfill

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Fees	2,559,310	2,182,750	2,287,750	105,000	4.81%
	<u>2,559,310</u>	<u>2,182,750</u>	<u>2,287,750</u>	<u>105,000</u>	<u>4.81%</u>
<b>Expenses</b>					
Administration	222,588	308,909	318,996	10,087	3.27%
Waste Disposal Grounds	994,530	1,133,000	1,156,400	23,400	2.07%
Waste Disposal Gate	77,010	78,700	82,350	3,650	4.64%
	<u>1,294,128</u>	<u>1,520,609</u>	<u>1,557,746</u>	<u>37,137</u>	<u>2.44%</u>
<b>Net Expenses over Revenue</b>	(1,265,182)	(662,141)	(730,004)	(67,863)	10.25%
<b>Transfer to Reserves</b>	<u>1,265,182</u>	<u>662,141</u>	<u>730,004</u>	<u>67,863</u>	<u>10.25%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

# Enviro Services - Refuse

## Provides:



Weekly curbside collection of garbage (residential), contracted by Ottenbreit Sanitation Services



Refuse division operates on a break-even philosophy



# Enviro Services - Refuse

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Residential Fees	1,042,197	1,106,570	1,106,570	0	0.00%
	<u>1,042,197</u>	<u>1,106,570</u>	<u>1,106,570</u>	<u>0</u>	<u>0.00%</u>
<b>Expenses</b>					
Residential Pickup	568,498	602,330	642,389	40,060	6.65%(1)
Organics	0	35,000	0	(35,000)	0.00%(2)
Tipping Fees	393,750	393,750	393,750	0	0.00%
	<u>962,248</u>	<u>1,031,080</u>	<u>1,036,139</u>	<u>5,060</u>	<u>0.49%</u>
<b>Net Expenses over Revenue</b>	(79,949)	(75,491)	(70,431)	5,060	-6.70%
<b>Transfer to Reserves</b>	<u>79,949</u>	<u>75,491</u>	<u>70,431</u>	<u>(5,060)</u>	<u>-6.70%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>(0)</u>	<u>0.00%</u>

	Variances:
(1)	Contract fee increase
(2)	Organics pilot complete – decision for 2025 to come to Council



# Enviro Services - Recycling

## Provides:



- Weekly curbside collection of household recycling services by the Prairie Harvest Employment Program
- Recyclable materials are sorted and processed by SaskAbilities (RecyclAbility Centre)



- Public education programs and continuous waste reduction strategies through the Environmental Committee
- Programs partially funded through Multi-Material Stewardship Western



- Annual profits kept with the utility for future capital projects with goal to keep levies affordable but sustainable

 **SaskAbilities**  
**BALL ROAD SERVICES**



TRANSIT  
SERVICES OFFICE  
RECYCLABILITY  
ENTERPRISES

- Recycling drop-off bins for household cardboard, paper, tin, glass, plastics
- Oil Eco-Centre
- Confidential Shred Drop-off
- Fluorescent tubes
- Commercial drop-offs of recyclable products



**Recycle Coach**

[Municipal Media Inc.](#)

Designed for iPad

#48 in Reference

★★★★★ 4.6 + 9K Ratings

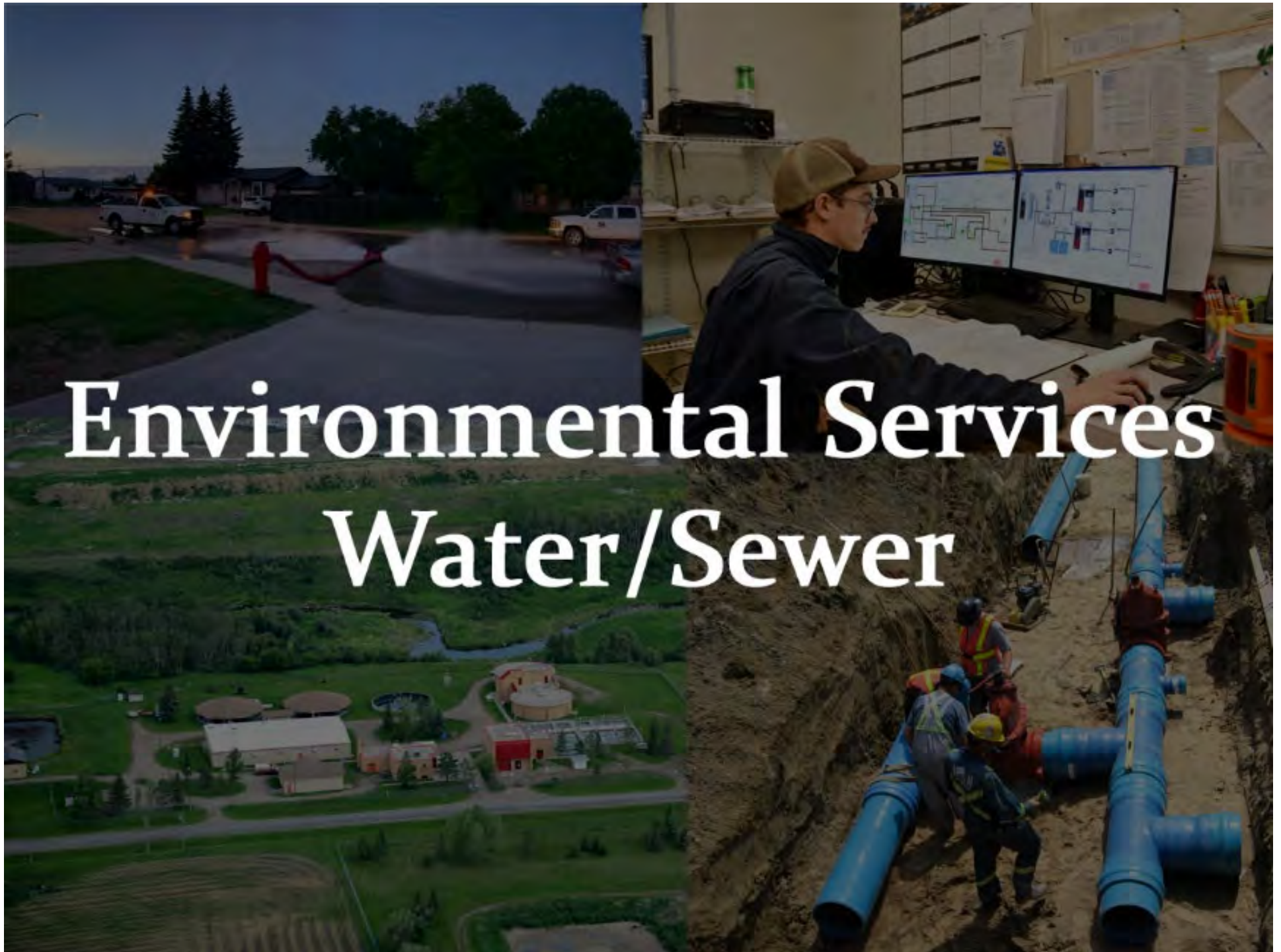
Free

City of  
**Yorkton**  
*Where Good Things Happen!*

# Enviro Services - Recycling

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Grants	280,368	266,481	319,685	53,204	19.97%(1)
Recycling Fees	536,824	536,688	538,416	1,728	0.32%
	<u>817,191</u>	<u>803,169</u>	<u>858,101</u>	<u>54,932</u>	<u>6.84%</u>
<b>Expenses</b>					
Recycling Collection	291,636	436,000	455,500	19,500	4.47%(2)
Recycling Processing	313,886	236,000	243,000	7,000	2.97%
	<u>605,522</u>	<u>672,000</u>	<u>698,500</u>	<u>26,500</u>	<u>3.94%</u>
<b>Net Expenses over Revenue</b>	(211,669)	(131,169)	(159,601)	(28,432)	21.68%
<b>Transfer to Reserves</b>	<u>211,669</u>	<u>131,169</u>	<u>159,601</u>	<u>28,432</u>	<u>21.68%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

	Variances:
(1)	Increase in the annual grant funding
(2)	Contractor fee increase



# Environmental Services Water/Sewer



# Enviro Services – Water/Sewer

## Provides:



- Potable treated water distribution and wastewater treatment and infrastructure (approx. 6450 residential and commercial customers, and several large industrial users)
- Repair and maintenance services to the water systems: hydrant flushing, well and aquifer improvements, water breaks, custom work (over 300 km of water and sewer pipe)



- Annual water and sewer main replacements
- Maintaining and replacing sewer/water customer connections, water meters, and water billing
- Regulatory compliance procedures



- Facility operations and equipment maintenance for the Queen Street WTP, wells and well buildings, water tower, Hwy 10 pumping station and the Water Pollution Control Plant
- Any net profit is kept within the utility to fund future waterworks capital infrastructure

## Enviro Services – Water/Sewer

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenues</b>					
Sale of Water	9,416,409	9,933,121	11,243,700	1,310,579	13.19%(1)
Custom Work	108,533	50,000	50,000	0	0.00%
Sewer Service / Industrial Surcharge	412,324	122,000	122,000	0	0.00%
Yorkville Utility Board Revenue	115,399	90,000	90,000	0	0.00%
	10,052,664	10,195,121	11,505,700	1,310,579	12.85%
<b>Expenses</b>					
Administration	1,241,969	1,257,952	1,357,439	99,486	7.91%(2)
Water Meters	107,548	87,810	93,144	5,334	6.07%
Wells	237,645	303,100	322,530	19,430	6.41%(3)
Aquifer	36,024	31,000	31,930	930	3.00%
Distribution System	139,592	181,060	187,732	6,672	3.68%
Water Breaks	1,171,730	1,078,500	1,113,330	34,830	3.23%
Hydrants	27,941	60,175	89,518	29,343	48.76%(4)
Water Main Replacement	1,323,592	722,500	881,013	158,513	21.94%(5)
Sewer Main Replacement	35,280	281,500	332,778	51,278	18.22%(5)
Water Treatment Plant	794,699	995,480	1,106,208	110,728	11.12%(6)
Water Tower	16,186	20,500	20,910	410	2.00%
Sewer Treatment Plant	1,343,944	1,453,820	1,654,200	200,380	13.78%(6)
Sanitary Sewer Maintenance	341,797	288,400	297,095	8,695	3.01%
Connections	268,519	160,000	164,700	4,700	2.94%
Interest on Long Term Loans	70,321	9,464	0	(9,464)	-100.00%
	7,156,787	6,931,261	7,652,526	721,265	10.41%
<b>Net Expenses over Revenue</b>	(2,895,878)	(3,263,860)	(3,853,174)	(589,313)	18.06%
<b>Long Term Loan Principal Payments</b>	836,000	871,000	0	(871,000)	-100.00%
<b>Transfer to Reserves</b>	2,059,878	2,392,861	3,853,174	1,460,313	61.03%
	0	0	0	0	0.00%

## Enviro Services – Water/Sewer (continued)

	Variances:
(1)	4.6% rate increase, \$3 base charge increase, Richardson expansion estimate
(2)	Wage and benefit increases (all WW and Sewer & Water staff benefits recorded here), 3 new staff benefits
(3)	Increased telecommunications costs at wellhouses
(4)	Hydrant program now being executed
(5)	Majority of new staff time being directed to main replacements, offset by new Richardson revenues
(6)	Chemical, utilities and contracted services and maintenance costs



# Capital Budget – Investing in Infrastructure

- Close the “infrastructure deficit”
- Replace aging infrastructure
- Manage unprecedented construction costs
- Plan large scale projects (York Road, long term drainage, arena upgrades)

## Capital Goals



Council Direction -  
Keep adding to the  
capital budget, at  
least 1% per year

Current 2024 Budget  
with 1% increase =  
**\$5,189,000 available  
dollars**

# Capital Project Highlights (2023)



Deer Park Clubhouse



Circlebrooke Water Main Replacement



York Road Reconstruction



Land Titles Revitalization

# Capital Budget – 2024

- The 2024 capital budget was pre-approved in 2023  
(\$5,189,000 available with a 1% increase)
- New fully-funded projects have been added
- 3 pre-approved projects require costs increases, to be funded by 2025 dollars, since 2024 was already fully spent
- See detailed summary for more information



## Summary

Based on the proposed budget, the City requires raising tax dollars by **\$983,745 (3.5%)**

### Breakdown of budget increase:

2.5%	Operations
<u>1.0%</u>	<u>Capital</u>
<b>3.5%</b>	<b>Total Increase</b>

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**CITY OF YORKTON  
BUDGET SUBMISSION ORIGINAL  
FOR THE YEAR ENDED DECEMBER 31, 2024**

	Actual 2022	Budget 2023	Budget 2024	\$ Change	% Change
<b>Revenue</b>					
Taxes including Grants in Lieu	26,593,552	27,866,027	27,866,030	3	0.00%
Tax Growth			192,874	192,874	0.69%
Increase to Taxes			705,500	705,500	2.51%
Increase for Capital			278,245	278,245	0.99%
Total Taxes	<b>26,593,552</b>	<b>27,866,027</b>	<b>29,042,649</b>		
BID Levy	(112,845)	(113,000)	(113,000)	0	0.00%
Interest and Tax Incentives	928,863	482,075	520,000	37,925	7.87%
Surcharges	3,372,972	3,200,000	3,360,000	160,000	5.00%
Municipal Operating Grant	2,946,632	3,287,000	3,767,000	480,000	14.60%
<b>Total Revenue</b>	<b>33,729,174</b>	<b>34,722,102</b>	<b>36,576,649</b>		
<b>Net Departmental Expenses</b>					
<b>General</b>					
YBID Grant	100,000	100,000	100,000	0	0.00%
Legislative/Council	701,446	723,352	782,106	58,754	8.12%
Corporate Services	3,170,776	3,453,921	3,646,043	192,122	5.56%
Bylaw Control	298,194	284,220	330,114	45,894	16.15%
<b>Total General</b>	<b>4,270,416</b>	<b>4,561,493</b>	<b>4,858,263</b>		
<b>Protective Services</b>					
Fire	2,761,533	2,793,211	2,964,900	171,689	6.15%
RCMP	5,286,964	5,375,393	5,711,674	336,281	6.26%
<b>Total Protective Services</b>	<b>8,048,498</b>	<b>8,168,604</b>	<b>8,676,574</b>		
<b>Recreation &amp; Community Services</b>					
Cemetery	51,061	36,527	37,772	1,245	3.41%
Deer Park	309,005	287,750	279,350	(8,400)	-2.92%
Library	601,298	527,442	605,483	78,041	14.80%
RCS - Admin & Programs	538,736	538,360	571,953	33,593	6.24%
RCS - Facilities	316,500	431,178	371,618	(59,560)	-13.81%
RCS - Outdoor & Parks	1,599,022	1,737,519	1,793,765	56,246	3.24%
Transit	437,945	385,880	464,017	78,137	20.25%
<b>Total Recreation &amp; Community Services</b>	<b>3,853,566</b>	<b>3,944,656</b>	<b>4,123,958</b>		
<b>Gallagher Centre</b>					
Gallagher Centre	1,419,470	1,458,880	1,497,518	38,638	2.65%
Waterpark	690,222	716,510	776,485	59,975	8.37%
<b>Total Gallagher Centre</b>	<b>2,109,692</b>	<b>2,175,390</b>	<b>2,274,003</b>		
<b>Engineering &amp; Asset Management</b>					
Engineering & Asset Management	742,750	777,015	804,680	27,665	3.56%
Facilities	112,364	117,076	131,133	14,057	12.01%
Fleet	0	(0)	(0)	0	0.00%
Traffic Control, Street Lighting & Special Events	663,293	674,635	690,295	15,660	2.32%
<b>Total Engineering &amp; Asset Management</b>	<b>1,518,407</b>	<b>1,568,726</b>	<b>1,626,108</b>		
<b>Planning, Building &amp; Development</b>					
Planning & Building Services	276,494	359,734	374,249	14,515	4.04%
Economic Development	352,581	405,099	418,190	13,091	3.23%
Airport	183,804	196,666	207,597	10,931	5.56%
<b>Total Planning, Building &amp; Development</b>	<b>812,879</b>	<b>961,499</b>	<b>1,000,036</b>		
<b>Public Works</b>	<b>4,976,867</b>	<b>4,731,911</b>	<b>5,132,288</b>	<b>400,377</b>	<b>8.46%</b>
<b>Environmental Services</b>					
Landfill/Garbage	(0)	0	0	0	0.00%
Residential Garbage	(0)	0	(0)	(0)	0.00%
Water & Sewer	(0)	(0)	0	0	0.00%
<b>Total Environmental Services</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>		
<b>Total Net Departmental Expenses</b>	<b>25,590,325</b>	<b>26,112,278</b>	<b>27,691,231</b>	<b>5.70%</b>	
<b>Capital, Debt &amp; Reserve Expenditures</b>					
<b>Capital</b>					
Capital Expenditures	4,645,000	4,910,000	5,188,245	278,245	5.67%
New Deals Gas Tax Grant	(1,081,907)	(980,879)	(980,879)	0	0.00%
<b>Total Capital</b>	<b>3,563,093</b>	<b>3,929,121</b>	<b>4,207,366</b>		
<b>Debt</b>					
GC / Recreation Levy (Internal)	1,151,254	1,151,254	1,151,254	0	0.00%
Dracup	695,624	696,198	696,198	0	0.00%
Fire Hall	638,070	648,789	648,789	0	0.00%
City Operations Center (Internal)	1,476,523	1,476,523	1,476,523		
<b>Total Debt</b>	<b>3,961,471</b>	<b>3,972,764</b>	<b>3,972,764</b>		
<b>Reserve Allocation</b>	<b>705,000</b>	<b>705,000</b>	<b>705,000</b>	<b>0</b>	<b>0.00%</b>
<b>Total Capital, Debt &amp; Reserve Expenditures</b>	<b>8,229,564</b>	<b>8,606,885</b>	<b>8,885,130</b>		
<b>NET OPERATING &amp; CAPITAL BUDGET</b>	<b>(90,715)</b>	<b>2,939</b>	<b>288</b>		

## City of Yorkton - 2024 & 2025 Capital Budget

2024 Dollars	
Available	5,189,000

### 2024 - Previously Approved Projects

Dept	Project	Total Cost	Reserve Funding	Capital Budget	Other Funding	Notes
Airport	Annual Allocation	250,000		250,000		
Deer Park	Irrigation	100,000		100,000		
Deer Park	Sea Can Storage	26,000		26,000		
Engineering	City Hall - Key Card System Upgrade	60,000		60,000		
Engineering	City Hall - Elevator Modernization	225,000		225,000		
Engineering	Fleet Equip Purchases (Excavator, Skid Steers, Crew Cab, Equipment Trailer, Utility Tractor)	459,570	(449,570)	0	(10,000)	Trade-ins
Engineering	Traffic Signals & Pole Replacement Program - Broadway & Myrtle (Revised Cost)	670,000	(350,000)	320,000		
Engineering	Downtown Street Lights Upgrades	185,000		185,000		
Engineering	Pedestrian Crosswalk Signals (Revised locations: Gladstone & Independent; Morrison & Whitesand)	137,000		137,000		
Engineering	UHCP - Highway 10 East Upgrades (Mayhew to Husky Road)	1,534,150		460,245	(1,073,905)	Prov Funding
Gallagher	Waterpark Swirl Pool UV Filter System	125,000		125,000		
Legislative	Tech Upgrades for Council Chambers	200,000		200,000		
Public Works	Annual Road Allocation (York Road)	2,000,000		2,000,000		
Public Works	Annual Drainage Allocation (York Road)	500,000		500,000		
Public Works	COC Enviro Assessment & Corrective Action - Testholes and Groundwater Monitoring	150,000	(60,000)	90,000		
RCS	Broadway & Hwy 9 Beautification (Trees & Grass)	75,000		75,000		
RCS	Heritage Heights Tennis & Pickleball Court Improvements	220,000	(175,000)	45,000		
RCS	JC Beach Ball Diamond #3 & #4 - Dugout Upgrades	60,000		60,000		
RCS	Jubilee Diamond #1 Improvements	100,000		100,000		
RCS	Logan Green Tree Planting Program	30,000	(30,000)	0		
RCS	Roof Replacement Program - Godfrey Dean & Gloria Hayden	330,000	(100,000)	230,000		
Water Works	Water Pollution Control Plant Expansion - Detailed Design/Procurement (Phase 4/5)	5,800,000	(5,800,000)	0		
	<b>Totals</b>	<b>13,236,720</b>	<b>(6,964,570)</b>	<b>5,188,245</b>	<b>(1,083,905)</b>	



## 2024 - Additional Projects Proposed

<b>2024 Dollars</b>	
<b>Available</b>	<b>5,189,000</b>

Dept	Project	Total Cost	Reserve Funding	Capital Budget	Other Funding	Notes
Airport	Equipment Replacement (Tractor, Mower, Blower)	374,328	(374,328)	0		
	Sea Can Storage - Cost Increase					
Deer Park	(Total Project Budget = \$46,000)	20,000		0	(20,000)	2025 Capital
Engineering	City Hall - Annual Maintenance Projects	50,000	(50,000)	0		
Engineering	Sully Ave North Reconstruction - Design	400,000		0	(400,000)	Land Fund
Engineering	Water System Upgrades (Various) - Design	350,000	(350,000)	0		
	Hwy 9 Intersections Signalization (King & National St.)					Contingent on
Engineering	Revised Cost Estimate (was \$2.86 mill)	3,500,000		0	(3,500,000)	Land Sales
Finance	IT Network and Server Hardware Upgrades	80,000	(80,000)	0		
Gallagher	Pylon Sign Display Screen	100,000	(100,000)	0		
Gallagher	Westland Arena Speaker Replacement	70,000	(70,000)	0		
RCS	Outdoor Rinks Ice Shacks (revised scope from 2023)	75,000	(75,000)	0		
	Investigation Study for Football Field (utilizing Lions Ball					
RCS	Diamond)	20,000	(20,000)	0		
	Jubilee Diamond #1 Improvements - Cost Increase					
RCS	(Total Project Budget = \$138,000)	38,000		0	(38,000)	2025 Capital
	Kinsmen Arena Ice Systems Upgrades - Cost Increase					
RCS	(Total Project Budget = \$3.5 million)	725,000		0	(725,000)	2025 Capital
Water Works	Water Pollution Control Plant - Roof Repair & HVAC	331,800	(331,800)	0		
Water Works	Water Pollution Control Plant - Hydrovac Upgrade	528,000	(528,000)	0		
Water Works	Water Treatment Plant - Chemical Feeder Replacement	230,000	(230,000)	0		
Water Works	Highway 10 Pumping Station Upgrades	397,100	(397,100)	0		
Water Works	Park Street Reservoir Pumping Station - Design	300,000	(300,000)	0		
	<b>Totals</b>	<b>7,589,228</b>	<b>(2,906,228)</b>	<b>0</b>	<b>(4,683,000)</b>	

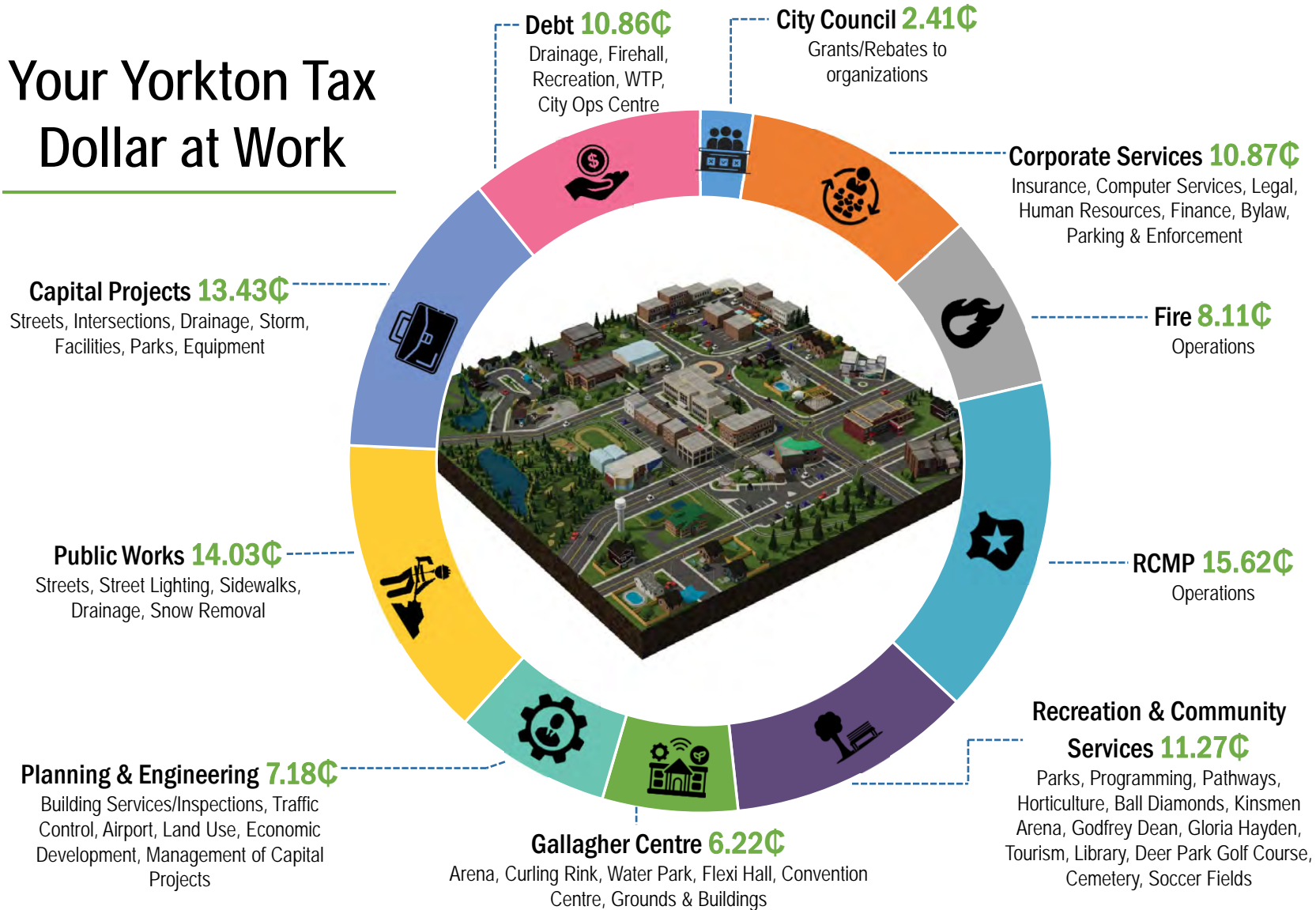
<b>Total 2024 Capital Budget</b>	<b>20,825,948</b>	<b>(9,870,798)</b>	<b>5,188,245</b>	<b>(5,766,905)</b>
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## 2025 - Projects Proposed

Dept	Project	Total Cost	Reserve Funding	Capital Budget	Other Funding	Notes
Airport	Annual Allocation	250,000		250,000		
Airport	Annual Facility Allocation - Airport Terminal Building	400,000		400,000		
Cemetery	New Cemetery Columbarium	75,000		75,000		
Deer Park	Course Drainage	30,000		30,000		
Deer Park	Irrigation Upgrades	100,000		100,000		
Deer Park	Parking Area at Clubhouse	25,000	(5,000)	20,000		
Deer Park	Equipment Replacement	60,000	(60,000)	0		
Engineering	Sully Ave North Reconstruction	7,700,000	(1,700,000)	0	(6,000,000)	Land Fund
Engineering	Hwy 16 (Smith St West) Culvert Replacement	850,000		850,000		
Engineering	Pedestrian Crosswalk Signals (Gladstone & Dunlop)	52,000		52,000		
Engineering	Fleet Purchases (Snow Blower, Gravel Trucks, Loaders, Sidewalk Plow, Man Basket Aerial Truck)	1,346,104	(1,283,104)	0	(63,000)	Trade-ins
Gallagher	Ice Resurfacer Replacment - Phase 1	150,000	(150,000)	0		
Gallagher	Waterpark Lap Pool & Wave Pool UV	360,000	(360,000)	0		
Gallagher	Waterpark Sand Filter Replacement	1,000,000	(771,000)	229,000		
Public Works	Annual Road & Drainage Allocation - York Road	2,500,000		2,500,000		
RCS	Investigation/Study on Retro Fit of Ag-Pavillion for Recreation Clubs	25,000		25,000		
RCS	Annual Allocation - Parks	100,000		100,000		
RCS	Sportsfield Equip Replacement (Trap Rake, Reel Mower)	110,000	(85,000)	25,000		
RCS	Cost Increases from 2024 projects - Deer Park Park Sea Can, Jubilee Diamonds, Kinsmen Upgrades	783,000		783,000		
RCS	Godfrey Dean Rooftop Unit Replacement - Phase 3	30,000	(30,000)	0		
RCS	Transit Van Replacement	110,000	(85,000)	25,000		
RCS	Library Meeting Room & Children's Room Upgrade	75,000	(75,000)	0		
Water Works	Park Street Reservoir Pumping Station	6,250,000	(6,250,000)	0		
	<b>Totals</b>	<b>22,381,104</b>	<b>(10,854,104)</b>	<b>5,464,000</b>	<b>(6,063,000)</b>	

**Total 2025 Capital Budget    22,381,104    (10,854,104)    5,464,000    (6,063,000)**

# Your Yorkton Tax Dollar at Work





Attachment 2

**Amber Matechuk**

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**From:** noreply@esolutionsgroup.ca  
**Sent:** January 31, 2024 9:08 AM  
**To:** webform - Finance  
**Subject:** New Response Completed for Budget Feedback

**CAUTION: External Email**

Hello,

Please note the following response to Budget Feedback has been submitted at Wednesday January 31st 2024 9:04 AM with reference number 2024-01-31-003.

- **Name:**  
[REDACTED]
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Budget comments and/or questions:**  
Again taxes are being increased what else is new! I see the publicly owned golf course continues to loose money and should be privatized.  
I see the public Library is loosing money again and could of been dealt with and wasn't after the boon doggle that occured last year with the sale and reversal of the sale which cost taxpayers how many thousands of dollars?  
Don't really know why the Mayor and City Council get increases especially when taxes are increased.  
Hopefully the idea of a new ice service has been kyboshed.  
Fire Services is also costing taxpayers a small fortune for a department that isn't that busy.  
Just a thought since it's an election year whoever decides to run again for council

please don't insult taxpayers intelligence by suggesting holding the line on tax increases like was previously claimed by present council members.  
Thank you

[This is an automated email notification -- please do not respond]

## Amber Matechuk

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**From:** noreply@esolutionsgroup.ca  
**Sent:** January 31, 2024 10:28 PM  
**To:** webform - Finance  
**Subject:** New Response Completed for Budget Feedback

### CAUTION: External Email

Hello,

Please note the following response to Budget Feedback has been submitted at Wednesday January 31st 2024 10:25 PM with reference number 2024-01-31-025.

- **Name:**  
[REDACTED]
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Budget comments and/or questions:**  
I see at the beginning of the proposed budget it lists that there will be a reduction in fleet vehicles needed and a reduction in staff car allowances. What does this entail? I commend the acknowledgement that there could be cost savings as a lot of these vehicles may not be needed. Has it been looked at how many employees are using these fleet vehicles just to get to and from work? There is a City of Yorkton vehicle parked on the street for someone to drive it to and from work. To truly present this budget as trying your best to keep costs low and crunch where you can, perhaps this needs to be looked at more closely. Most publicly funded organizations, and the vast number of employers in general, expect their employees drive their own vehicles to and from work. Not to mention anytime the employee is off on holidays or has a day off the truck sits on the street the entire



time. Is this vehicle even truly needed? Do employees not share the fleet vehicles? I would imagine there is an extra expense in fuel budgets if every employee is driving to and from work with city owned, operated and maintained vehicles. I am not begrudging the fact that the city needs fleet vehicles to do the job of maintaining the city but there needs to be clearly defined expectations of who is actually required to take these vehicles home each and every day in order to truly be fiscally responsible to your tax payers.

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## Amber Matechuk

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**From:** noreply@esolutionsgroup.ca  
**Sent:** February 7, 2024 10:58 PM  
**To:** webform - Finance  
**Subject:** New Response Completed for Budget Feedback

### CAUTION: External Email

Hello,

Please note the following response to Budget Feedback has been submitted at Wednesday February 7th 2024 10:56 PM with reference number 2024-02-07-013.

- **Name:**  
[REDACTED]
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Budget comments and/or questions:**  
After working with the city on the Columbia Park Basketball Courts Project I am very disappointed that it has disappeared from the budget. After proposing basketball courts to the city, my location ideas were ignored and someone from the city decided that it should be placed in Columbia Park and linked with the pump track. I did not agree with the decision but was happy that the proposal was moving forward. Now that drainage and parking lot costs have added to the project costs, it disappears from the budget. There wasn't any follow-up or consultation with me about alternate locations. This was an economically feasible proposal when I first submitted it, but it was complicated by a series of poor decisions. There should be some accountability on behalf of the city for the mismanagement of this project and the tax dollars that have been spent on it.

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## Amber Matechuk

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**From:** noreply@esolutionsgroup.ca  
**Sent:** February 10, 2024 6:18 PM  
**To:** webform - Finance  
**Subject:** New Response Completed for Budget Feedback

### CAUTION: External Email

Hello,

Please note the following response to Budget Feedback has been submitted at Saturday February 10th 2024 6:16 PM with reference number 2024-02-10-004.

- **Name:**  
[REDACTED]
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Budget comments and/or questions:**  
I have comments and no questions but they might be worth something. Unpaid taxes on property's hurts us all and what are the repercussions for not paying taxes, from what I heard is that there aren't any. The city needs to fix this either through protest to province for changes or through the city's own policy. There sure seems to be a lot of managers and supervisors that run the city, years ago it was the workers that got things done, maybe not every work department needs a boss or 2 or 3 over them. The city needs to start thinking like a business and being run like one, i feel like it is treated like a small town, time to generate revenue other than throw tax increases all the time, make some cuts. Did we really need to pave and develop lands by tourism and sgi to only have it sit empty, don't think so, big company like coop and ag dealer wanted to do stuff

here and was denied. I always hear talk like we are a central hubb, huge trading area! what have we got, finally a pea plant thats probably going to stink up the city even more, big stores should be flocking here to set up, but they dont, we have people coming from all over and manitoba and yet people still go elsewhwere to shop. RCMP here in city go out to the rural areas for calls and we foot the bill! I hope the RMs are pitching in there fair share, but maybe they arent that busy as the police cars sit idle most times day and night, barely see them out in the community these days, see the bylaw guy out more then them. The fire guys got a nice paycheck increase, pays to have a huge union i guess, bang for the buck comes to mind. The gallagher, the golf course cost us big time, not a revenue generator amongst the lot of em, heard the first nation wants the gallagher, maybe should sell it to em for a good price! The library boondoggie comes to mind and there hasnt been any mention of where thats going or what thats going to cost. Construction in city is needed, but why does the work have to take so long, to run up the cost i suppose, other countries can get things built and repaired quickly but not here! Just seems more was done years ago with a lot less.

[This is an automated email notification -- please do not respond]

## Amber Matechuk

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**From:** noreply@esolutionsgroup.ca  
**Sent:** February 12, 2024 11:33 AM  
**To:** webform - Finance  
**Subject:** New Response Completed for Budget Feedback

### CAUTION: External Email

Hello,

Please note the following response to Budget Feedback has been submitted at Monday February 12th 2024 11:31 AM with reference number 2024-02-12-004.

- **Name:**  
[REDACTED]
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Budget comments and/or questions:**  
Re: Proposed 3.5% Tax Increase

First of all, I am totally against any tax increase, I am a senior living on a fixed income and cannot afford any increases.

Secondly, I believe our Mayor ran for election on the grounds that there would not be any increases in City taxes during his tenure ?

Thirdly, I see that the City sent the Budget back to various depts looking for budget cut backs; depts came back under \$200,000 in savings. I see this amount as ridiculous and without true effort.



I suggest a through accounting review be conducted and hold the budget amount to last years amount .

No increase.

I am open to sitting with council to find ways to trim the budget but hitting up the Residential taxpayer is not the way.

Regards;



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## Amber Matechuk

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**From:** noreply@esolutionsgroup.ca  
**Sent:** February 17, 2024 8:18 AM  
**To:** webform - Finance  
**Subject:** New Response Completed for Budget Feedback

### CAUTION: External Email

Hello,

Please note the following response to Budget Feedback has been submitted at Saturday February 17th 2024 8:17 AM with reference number 2024-02-17-003.

- **Name:**  
[REDACTED]
- **Address:**  
[REDACTED]
- **City:**  
Yorkton
- **Province:**  
Saskatchewan
- **Postal code:**  
[REDACTED]
- **Phone number:**  
[REDACTED]
- **Email:**  
[REDACTED]
- **Budget comments and/or questions:**  
In a nut shell we can not afford any kind of increase in our taxes and neither can many other residences in Yorkton most of us living here are seniors and many like myself are still working my wages have not gone up in 4 years. I work for the SHA and I am nearing 75 I work because of the taxes in this city we have given up so much because of inflation carbon tax and much more because we can not afford to do what we used to one month wages go to TAXES council has spent our money so foolishly the club house at DEAR PARK the public works building the 2 stone piles just for starters we are noy Regina Saskatoon or any other larger communities we have poor policing and fire protection we should have a volunteer fire brigade not the one we do have that is not working most of the time and I can tell you stories about our police force none of which are good I am really sick of

you lot and I can not wait till the next election to be rid of you the city hall is filled with no common sense look in the mirror that is as far as you need to look.

[This is an automated email notification -- please do not respond]



<b>TITLE:</b> <b>Yorkton Airport Terminal Building –  Revised Tender Results</b>	<b>DATE OF MEETING:</b> February 26, 2024 <b>REPORT DATE:</b> February 21, 2024, 11:28 AM
<b>CLEARANCES:</b> Ashley Stradeski – Director of Finance  <p style="color: red; text-align: center;"><b>Ashley Stradeski</b></p>	<b>ATTACHMENTS:</b> <ol style="list-style-type: none"> <li>1. September 11, 2023 Report to Council (without attachments)</li> <li>2. Floor Plan</li> <li>3. Front and East Side Elevation Drawings</li> <li>4. Rear and West Side Elevation Drawings</li> </ol>
Written by: Michael Eger, Director of Planning, Building & Development & Acting City Manager  <p style="color: red; text-align: center;"><b>Michael Eger</b></p>	
Reviewed by: Jessica Matsalla - City Clerk  <p style="color: red; text-align: center;"><b>Jessica Matsalla</b></p>	

## **BACKGROUND**

In 2022, City Council and Administration renewed efforts to replace the existing airport terminal building. The new building is intended to update existing amenities, including a pilot lounge, reception desk, six leasable office spaces, airport superintendent office, runway electrical systems and building-related mechanical, and public washrooms. The new design also adds a 490 sq ft attached garage which will store the runway inspection vehicle and fire suppression foam. In August of 2023, an Invitation to Tender was posted. The full background is outlined in the September 11, 2023 Report to Council which is included as Attachment 1.

Bid prices at that time far in excess of budgeted figures, and Council ultimately chose not to award. With the terminal building past its useful life and in need of replacement, we have continued to explore options that could yield lower pricing. Industry feedback suggested that a January tender would result in more competitive bidding. Separating the demolition and site work from building construction would also shorten timelines and reduce risk for contractors. Costs could be further decreased by an estimated \$212,000 to \$262,000 by altering the roof design and removing solar panel readiness, reducing the number of windows, selecting cheaper interior ceiling finishes, reducing landscaping scope and designing a simpler HVAC system, along with a host of other minor changes.

Having considered a revised bid process and price estimates for trailers units, modular design and reduced scope of the specifications, the Yorkton Airport Authority ultimately recommended retendering the project with reduced scope.

## **NEW TENDER RESULTS**

On January 15, 2024, the new Invitation to Tender for the “Yorkton Airport Terminal Building” was advertised on the City of Yorkton website, Biddingo and SaskTenders for a tender period of 24 days and a closing date of February 8, 2024. Six (6) bids were received. A summary of the bids are as follows:

<b>Bidder</b>	<b>Total Bid (Excluding Taxes)</b>
SveinCo Developments Ltd.	\$ 1,625,660.00
PCL Construction Management Inc.	\$ 1,705,391.00
CCR Construction Ltd.	\$ 1,730,000.00
N.L. Construction Inc.	\$ 1,743,169.88
Zak' Building Group	\$ 1,797,998.23
Credence Construction Ltd.	\$ 2,449,978.00

The bid received from SveinCo Developments Ltd. was deemed to be best value as it met all criteria, was the lowest submitted bid, and indicated a satisfactory construction completion date.

### **FINANCIAL IMPLICATIONS**

The bids were received exclusively for costs related to construction of the new building. The lowest bid, at ~\$637 per square foot, is approximately 15% lower than the per square foot price of the lowest bid in 2023, resulting in savings on building construction of over \$300,000.

If the project proceeds, the City will separately procure contracts for airside fencing, relocating runway lighting to the new building, demolition of the existing terminal and parking lot paving. The cost of these items, plus design, permits, temporary utilities, contingency and PST are expected to total \$691,000. While cost certainty cannot be achieved until procurement for each component is complete, it is anticipated this will result in further savings from the 2023 tender.

<b>Updated Terminal Building Project Cost Estimates (February 2024)</b>	
Pre-Design & Design	\$ 111,064.61
Terminal Building Construction	\$ 1,625,660.00
PST to Contractor	\$ 97,539.60
Site Prep & Utilities	\$ 40,000.00
Relocating Runway Electrical	\$ 65,000.00
New Fence & Gate	\$ 19,205.00
Demolition of Existing Building	\$ 55,000.00
Parking Lot and Airside Paving	\$ 74,797.00
City Insurance	\$ 18,000.00
Permits	\$ 10,000.00
Contingency	\$ 200,520.16
<b>Total</b>	<b>\$ 2,316,786.37</b>
Reserves (end 2023)	\$ 850,000.00
<b>Loan (Project cost less Reserves)</b>	<b>\$ 1,466,786.37</b>

This would create a total project cost of nearly \$2.317 million. This is roughly \$712,000 higher than the initial budget of \$1.605 million, but is almost \$400,000 less than was estimated following the 2023 tender process.

Airport Capital Reserves will be approximately \$850,000 at the end of 2023. So, if the total terminal project is \$2.317 million we would need to establish an internal loan of ~\$1.467 million. After providing \$100,000 annually to match potential Community Airport Partnership (CAP) grant funding, we can expect to repay the terminal building loan at a rate of \$200,000 annually. Factoring for potential interest (we will be repositioning some of our internal debt to external loans as York Road progresses), it would take approximately 8 years to repay the loan.

However, there may be additional/alternative funding streams available – starting in 2025, Administration proposes to allocate \$400,000 of the annual capital budget to facilities. In 2026, the \$650,000 payment that has been allocated to Fire Hall debt will become available for other uses. Future Council could use all or a portion of these funds, though it would obviously mean less funds available for other projects.

### **COMMUNICATION PLAN/PUBLIC NOTICE**

All bidders will receive a letter indicating the tender result, and if awarded, successful bidder and bid amount. Also, the identity of the successful bidder along with the total bid amount will be posted on the City’s website, SaskTenders, and Biddingo for a period of three weeks.

We will also work with our communication department to provide information to the public and construction updates through the City’s website and social media. This would include a project page on “Shape Your City” and a time-lapse video.

### **CONCLUSION**

While still exceeding initial budget expectations, the revised process, timelines and design seem to have yielded significant savings when compared to the previous tender. The competitiveness of the bids is also indicative of real market value. Though the City will incur some cost uncertainty by separately procuring the remaining items, Administration is in favour of proceeding.

### **OPTIONS**

1. That Council direct Administration to proceed with the Airport Terminal Building Replacement project and award the tender for “Yorkton Airport Terminal Building” to SveinCo Developments Ltd. for \$ 1,625,660.00 plus applicable taxes, and further that the Mayor and City Clerk be authorized to execute the contract.
2. That Council deny the tender award.
3. That Council provide other direction.

### **RECOMMENDATION**

1. That Council direct Administration to proceed with the Airport Terminal Building Replacement project and award the tender for “Yorkton Airport Terminal Building” to SveinCo Developments Ltd. for \$ 1,625,660.00 plus applicable taxes, and further that the Mayor and City Clerk be authorized to execute the contract.



## Attachment 1 – September 11, 2023 Report to Council



### REPORTS TO COUNCIL

<b>TITLE:</b> <b>Yorkton Airport Terminal Building – Tender Award</b>	<b>DATE OF MEETING:</b> September 11, 2023
	<b>REPORT DATE:</b> September 6, 2023, 3:58 PM
<b>CLEARANCES:</b> Ashley Stradeski – Director of Finance  <b>Ashley Stradeski</b>	<b>ATTACHMENTS:</b> 1. Site Plan 2. Floor Plan 3. Building Elevations 4. Renderings
<b>Written by:</b> Jeff Fawcett, Manager of Capital Projects & Michael Eger, Director of Planning, Building & Development  <b>Jeff Fawcett</b> <b>Michael Eger</b>	
<b>Reviewed by:</b> Jessica Matsalla - City Clerk  <b>Jessica Matsalla</b>	
<b>Approved by:</b> Lonnie Kaal - City Manager  <b>Lonnie Kaal</b>	

### BACKGROUND

The Yorkton Regional Airport is a Federally-certified aerodrome and is one of the Province's busiest airports, behind only Saskatoon, Regina, La Ronge and Prince Albert. There are as many as 15,000 annual aircraft movements with six tenant businesses employing over 60 people. The airport is host to an extensive range of aviation services, including:

- Aerial mapping
- Aircraft maintenance
- Aircraft sales
- Aircraft storage
- Air taxi services
- Aviation fuel sales
- Cargo transportation
- Charter airplanes and charter helicopters
- Crop spraying
- Forest/wildfire response including water bombing
- Flight training
- Medical patient transfer services
- Pilot accommodations
- Pilot certification
- Royal Canadian Air Force use for training, emergency response & VIP air transportation
- Recreational aircraft operations, including hangars.

Scheduled flight services are not currently offered, however, Federal certification and existence of a welcoming terminal building would ensure it as a future possibility.

## Attachment 1, continued

The existing 2,277 sq ft terminal building is a holdover from the construction of the original war-time airport. The terminal building is now well past its useful life, having been identified for replacement in a third-party report back in 2010. A new building was considered a decade ago through a Request for Proposals. Ultimately, costs for construction were deemed too high, and the project was shelved.

With internal loan payments coming to an end for the repaving of the main runway and the condition of the existing building reaching a critical point, Administration formally renewed the project through the Yorkton Airport Authority (YAA) at their September 19, 2022 meeting, where it was resolved that:

1. Administration be authorized to investigate building a new airport terminal building by further obtaining a preliminary building design with an estimated cost breakdown; and
2. Administration be authorized to proceed ahead with a water storage tank (for hauled water), decommissioning the current septic tank, and installing a new septic tank.

Administration then carried out consultation with the airport tenants to determine needs and to gauge interest in leasing future office space. Additionally, the terminal buildings at other comparable airports were visited and reviewed for points of reference and design inspiration. Alton Tangedal Architects, a firm with airport terminal design experience, was then retained to carry out preliminary design. YAA members were provided with that design at their February 27, 2022 meeting and it was resolved:

1. That Yorkton Airport Authority (YAA) proceed with detail design of the terminal building with an optional garage, as presented at the February 27, 2023 meeting, and further that the design be issued for tender and brought back to a future meeting.

The detail design phase identified additional project considerations and cost increases which exceeded preliminary estimates. As such, Administration returned this time to Council for a final review before proceeding to tender. At the July 17<sup>th</sup>, 2023 Regular Council Meeting, it was resolved:

1. That Council authorize Administration to proceed to tender for a new airport terminal building, with the attached garage included, and bring back to a future City Council meeting for potential approval to award.

The goal of the terminal building design is to replace the existing terminal amenities in a modernized, cost-efficient manner. The new building is proposed to be 2,552 sq ft in size, and provides space for a pilot lounge, reception desk, six leasable office spaces, airport superintendent office, runway electrical systems and building-related mechanical, public washrooms and a 490 sq ft attached garage, which will store the runway inspection vehicle and also fire suppression foam.

The new building would be constructed directly behind (south of) the existing building to ensure ongoing airport operations. Demolition of the old building has been tendered together with the new building and will be carried out once the new building is occupied and runway electrical has been transferred over. Landscaping will be completed as remaining funds permit.

## Attachment 1, continued

### **TENDER RESULTS**

On August 3<sup>rd</sup>, 2023, the Invitation to Tender for the “Yorkton Airport Terminal Building” was advertised on the City of Yorkton, Tenders site as well as SaskTenders for a tender period of three weeks and a closing date of August 24<sup>th</sup>, 2023. Three (3) bids were received. A summary of the bids are as follows:

<b>Bidder</b>	<b>Total Bid (Excluding Taxes)</b>
CCR Construction Ltd.	\$ 2,075,514.00
N.L. Construction Inc.	\$ 2,169,400.00
PCL Construction Management Inc.	\$ 2,271,956.00

All three bids were complete, and the bid received from CCR Construction Ltd. was deemed to be best value as it met all criteria, was the lowest submitted total bid, and indicated a satisfactory completion date.

### **FINANCIAL IMPLICATIONS**

The bids were received for costs related to construction of the new building, parking lot and airside fencing, and also demolition of the existing terminal. Additional expenses for design, permits, relocating runway electrical, temporary utilities, contingency and PST will be directly incurred by the City and are expected to cost approximately \$640,000. This would create a total project cost of \$2,715,000 and is \$1,110,000 or nearly 70% higher than the \$1,605,000 budget.

Airport Capital Reserves will be approximately \$882,000 at the end of 2023. So, if the total terminal project is \$2.715 million we would need to do an internal loan of roughly \$1.83 million. After providing \$100,000 annually to match potential Community Airport Partnership (CAP) grant funding, we can expect to repay the terminal building loan at a rate of \$200,000 annually. Factoring for potential interest (we will be repositioning some of our internal debt to external loans as York Road progresses), it would take almost ten years to repay the loan. This is almost six years longer than initially budgeted for.

However, there will be additional/alternative funding streams available – starting in 2025, Administration proposes to allocate \$400,000 of the annual capital budget to facilities. In 2026, the \$650,000 payment that has been allocated to Fire Hall debt will become available for other uses. Future Council could use all or a portion of these funds, though it would obviously mean less funds available for other projects.

### **COMMUNICATION PLAN/PUBLIC NOTICE**

All bidders will receive a letter indicating the tender result, and if awarded, successful bidder and bid amount. Also, the identity of the successful bidder along with the total bid amount will be posted on the City’s website, SaskTenders, and Biddingo for a period of three weeks.

We will also work with our communication department to provide information to the public and construction updates through the City’s website and social media. This would include a project page on “Shape Your City” and a time-lapse video.



**STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)**

A terminal building supports the mission statement in Yorkton's Airport Development Plan from 2010. "To increase interest in and accessibility to Yorkton Region's people and its businesses, by providing an inviting airport and a thriving airport business community, through innovative ideas and a courageous approach." The Yorkton Development Plan suggests building a terminal building that could potentially accommodate scheduled air carrier operations and allow for easy expansion in the future.

**CONCLUSION**

While the tender results yield much higher prices than anticipated, there will still be financial costs and added risk if we do not award. The existing terminal building is well past its useful life and in any event, will need to be demolished or seriously over-hauled. The runway electrical systems are housed in the terminal and will need to be preserved or relocated to a climate-controlled building. Risk increases as, without a terminal building, the long term future of the airport would come into question, likely eroding tenant and future developer confidence while also affecting investment interest from large industry.

The airport is a hub for economic activity that is relied upon by aviators, family-run businesses and by our region's largest companies. Investing in a new terminal building will help preserve this existing business and industry, and also create future investment opportunities which will drive growth and prosperity in our community. Given the potential for economic benefit and in consideration of the pressing need to replace the existing terminal building, Administration is in favour of proceeding with tender award.

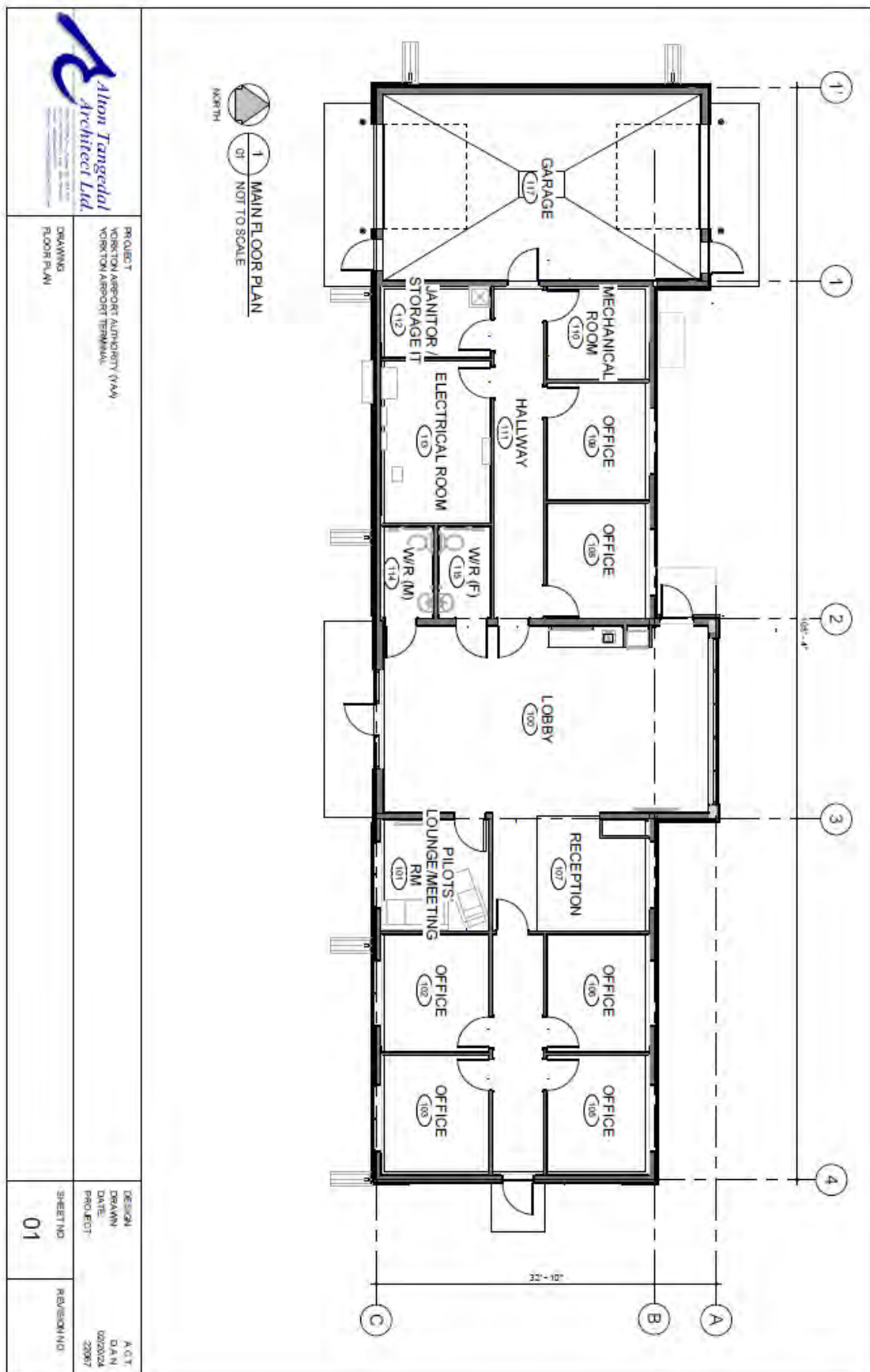
**OPTIONS**

1. That Council direct Administration to proceed with the Yorkton Airport Terminal Building with a total budget of \$2,715,000 and award the tender for "Yorkton Airport Terminal Building" to CCR Construction Ltd. for \$ 2,075,514.00 plus applicable taxes, and further that the Mayor and City Clerk be authorized to execute the contract.
2. That Council deny the tender award as it results in a project cost that exceeds budget estimates by nearly 70%.
3. That Council provide other direction.

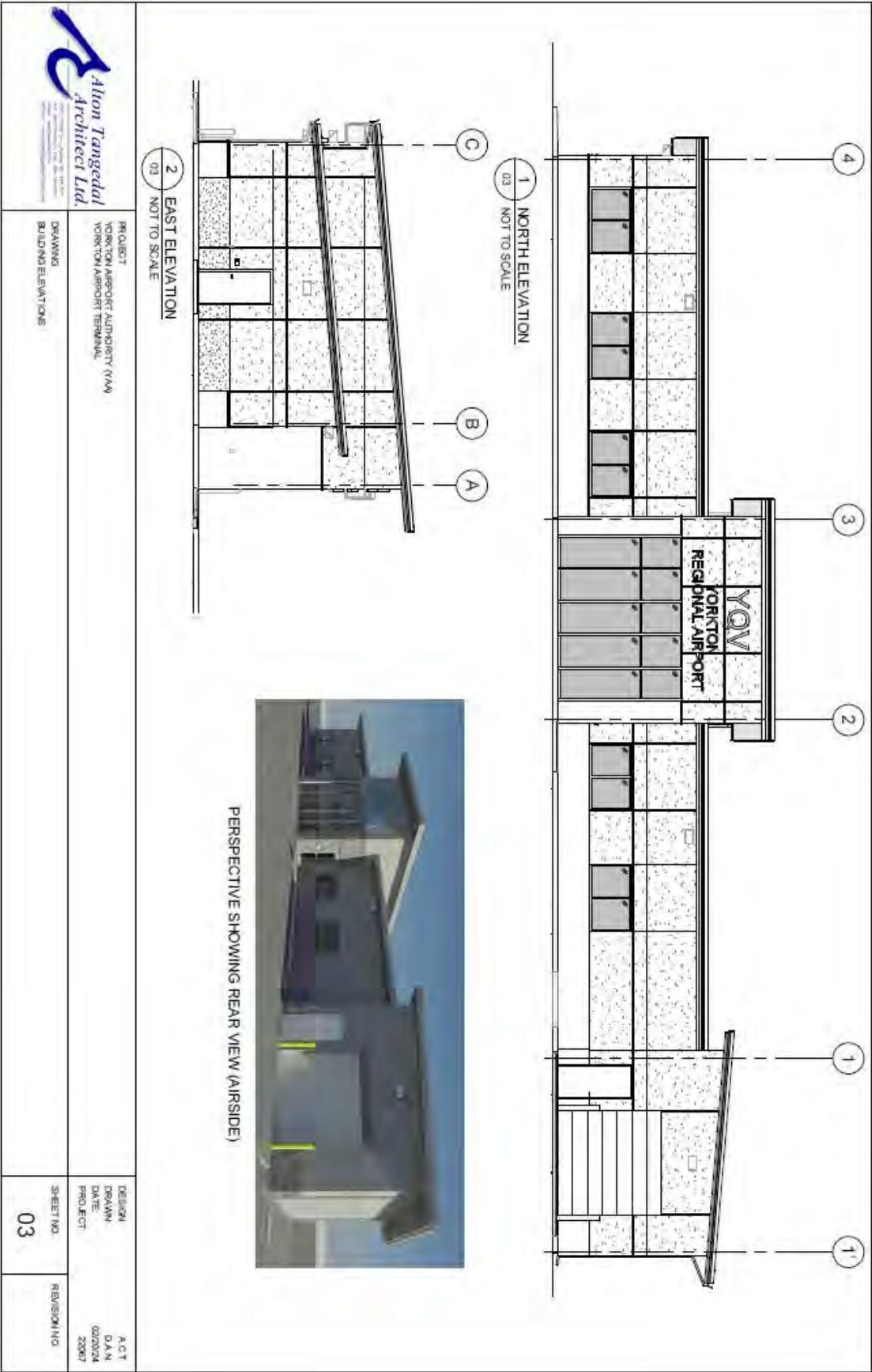
**RECOMMENDATION**

1. That Council direct Administration to proceed with the Yorkton Airport Terminal Building with a total budget of \$2,715,000 and award the tender for "Yorkton Airport Terminal Building" to CCR Construction Ltd. for \$ 2,075,514.00 plus applicable taxes, and further that the Mayor and City Clerk be authorized to execute the contract.

## Attachment 2 – Floor Plan

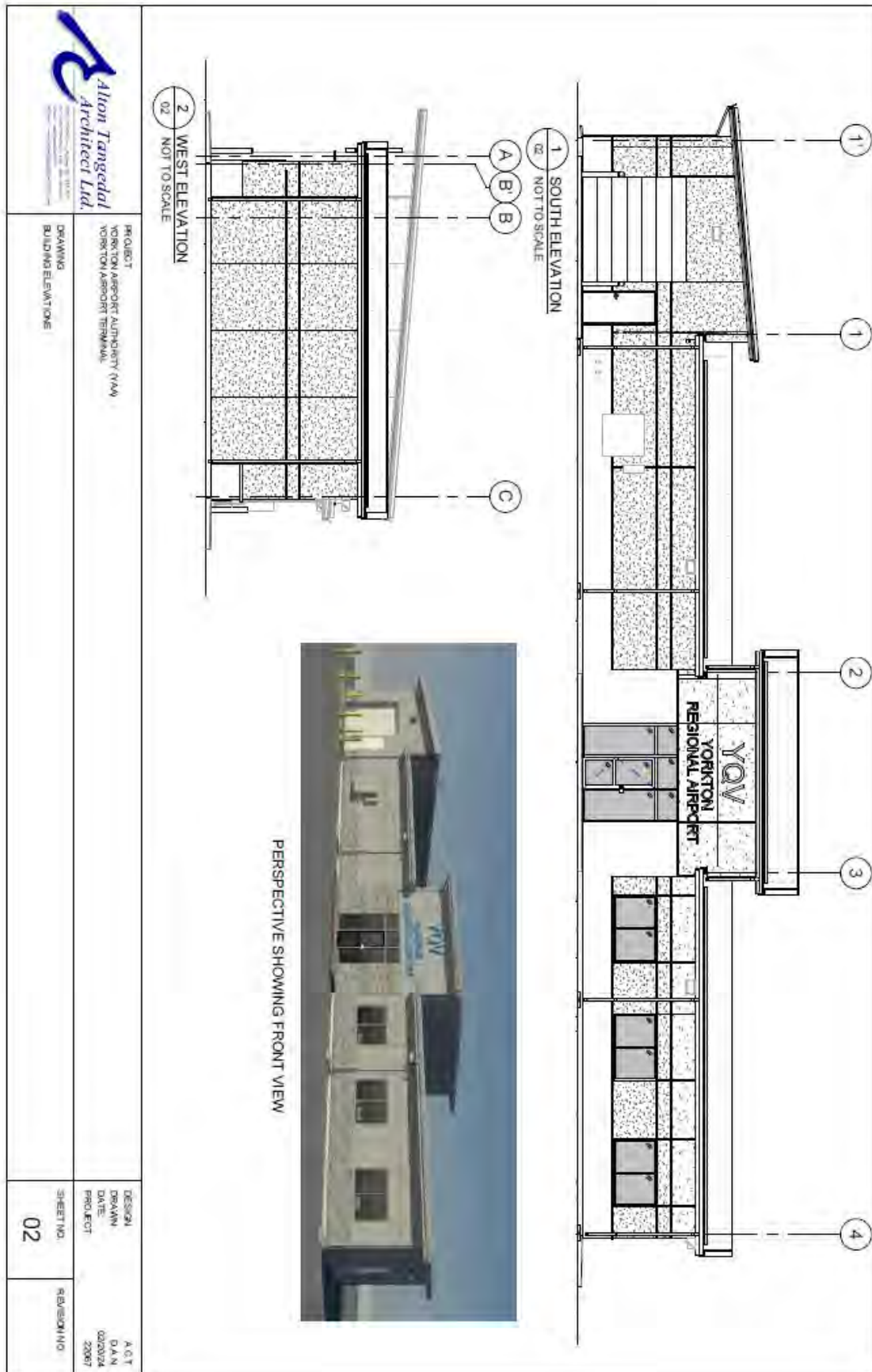


Attachment 3 – Front and East Side Elevation Drawings





## Attachment 4 – Rear and West Side Elevation Drawings



TITLE: <b>2024 Traffic Control Signal Upgrade Program – Tender Award</b>	DATE OF MEETING: <b>February 26, 2024</b>
	REPORT DATE: February 21, 2024, 11:18 AM
CLEARANCES:	ATTACHMENTS: <b>1. 2024 Capital Budget Request Form</b>
Written by: René Richard, Director of Engineering and Asset Management <b>René Richard</b>	
Reviewed by: Jessica Matsalla, City Clerk <b>Jessica Matsalla</b>	
Approved by: Michael Eger, Acting City Manager <b>Michael Eger</b>	

## **PURPOSE/ BACKGROUND**

The City of Yorkton has an on-going multi-year plan for the upgrade the traffic control signal lights, poles and equipment in major intersections. In 2018, the intersection of Broadway Street and Dracup Avenue was completed, and in 2020 the intersection of Broadway and Fourth Avenue was completed. In 2022, the tender for traffic pole and signal replacement for the intersection of Broadway Street and Myrtle Avenue was issued. At that time, the lowest bid received exceeded the approved budget and therefore did not proceed. Consequently during the 2023 capital budget deliberations, additional funding was set aside to be added to the existing budget for the 2024 construction season (Attachment #1).

## **DISCUSSION/ANALYSIS/IMPACT**

On January 25, 2024, the Invitation to Tender for the 2024 Traffic Control Signal Upgrade Program was advertised on Biddingo, as well as SaskTenders for a tender period of two (2) weeks with a closing date of February 8, 2024. This work includes complete upgrades of the traffic signals, poles and equipment at the intersection of Broadway Street and Myrtle Avenue. One (1) bid was received. A summary of the bid is as follows:

Bidder	Bid Amount (Excluding Taxes)
Can Traffic Services Ltd.	\$530,059.00

The bid was deemed to be best value as it was complete and was within budgetary estimates.

## **FINANCIAL IMPLICATIONS**

The total approved budget for this project is \$670,000 (Attachment #1). The lowest bid would amount to \$561,862.54 (including PST) and the remainder would be utilized as contingency for this project as was indicated in the approved budget estimate. It is expected that the project should be completed within the allocated budget amount. As always, the contingency is there to deal with unforeseen issues and will only be utilized if necessary.

## **COMMUNICATION PLAN/PUBLIC NOTICE**

The successful bidder will receive notification after it is awarded. The identity of the successful bidder along with the total bid amount will be posted on the City's website and SaskTenders for a period of two (2) weeks.

The work is to be completed between August 1<sup>st</sup> and October 30<sup>th</sup>, 2024 as per prior consultation with surrounding business owners. Once a solid construction schedule is completed, the business owners in the immediate area will be notified as to when exactly the work is scheduled to take place.

We will also work with our communication department to provide information to the Public and updates through the City's website and social media.

## **STRATEGIC PRIORITIES/OCP/COMMITTEE RECOMMENDATION(S)**

N/A

## **OPTIONS**

1. That Council direct Administration to award the tender for "2024 Traffic Control Signal Upgrade Program to Can Traffic Services Ltd. for \$530,059.00 plus applicable taxes, and further that the mayor and City Clerk be authorized to execute said contract.
2. That Council provide other direction.

## **RECOMMENDATION**

**That Council direct Administration to award the tender for "2024 Traffic Control Signal Upgrade Program to Can Traffic Services Ltd. for \$530,059.00 plus applicable taxes, and further that the mayor and City Clerk be authorized to execute said contract.**



## Attachment #1



## 2024 Capital Budget Request Form

<b>Project Title:</b>	Traffic Signal and Pole Replacement - Broadway Street & Myrtle Avenue		
<b>Department:</b>	Engineering and Asset Management	<b>Division:</b>	Engineering
<b>Project Location:</b>	Intersection of Broadway Street and Myrtle Avenue		

Description	Year	Gross Cost	Grants	Reserves	Other Funding Sources	Capital Budget
Provide brief explanation (Rollover, Pre-design, Design, Tender, Project)						
	2024	\$ 670,000.00		350,000.00		\$ 320,000.00
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
<b>TOTAL</b>		\$ 670,000.00	\$ -	\$ 350,000.00	\$ -	\$ 320,000.00

**Detailed Description of Project (Scope of Work):**

The traffic signal and pole replacement program was previously approved for three (3) intersection to be funded from the traffic reserve. The intersection of Broadway Street and Dracup Avenue was completed in 2018, the intersection of Broadway Street and 4th Avenue was completed in 2020, and the intersection of Broadway Street and Myrtle Avenue was scheduled for 2022.

The tender for Broadway Street and Myrtle Avenue Traffic Pole Replacement was issued in early 2022. Three (3) bids were received and the lowest bid exceeded the budgetary allotment (\$350,000). Additional funding will be necessary to complete the project. An updated cost estimate is approximately \$670,000.

**Description of "Other Funding Sources":**

Traffic reserve

**Project Manager (Name & Title):**

Moshiur Rahman, City Engineer

**Members on Project Team (Name & Title):**

Moshiur Rahman, City Engineer

Jeff Fawcett, Capital Project Manager

Brad Chiba, Engineering Technologist

Rene Richard, Director of Engineering and Asset Management

<b>Submitted by:</b>	Rene Richard, Director of Engineering and Asset Management	<b>Date:</b>	October 4, 2022
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City of <b>Yorkton</b>		<b>Traffic Signal Pole Replacement Program - 2023</b>				
		<b>Intersection: Broadway Street &amp; Myrtle Avenue</b>				
Items	Description	Unit	Quantity	Unit Price		\$Amount\$
				Installation	Materials	
<b>1.0</b>	<b>General Requirements</b>					
1.1	Mobilization/demobilization	ls	1	\$25,000.00	\$0.00	\$25,000.00
1.2	Traffic Accomodation	ls	1	\$7,500.00	\$0.00	\$7,500.00
<b>1.0</b>	<b>Total General Requirement</b>					<b>\$32,500.00</b>

<b>2.0</b>	<b>Site Works</b>					
2.1	Remove existing traffic control cabinet	ea	1	\$2,000.00	x	\$2,000.00
2.2	Remove existing traffic poles	ea	4	\$750.00	x	\$3,000.00
2.3	Demolish existing concrete piles	ea	4	\$1,000.00	x	\$4,000.00
2.4	Demolish existingsidewalk/pedestal ramps	m <sup>2</sup>	60	\$75.00	x	\$4,500.00
2.5	Remove existing traffic control cabinet and decomission PVC conduits	l.m.	100	\$25.00	x	\$2,500.00
2.6	Remove street light poles	ea	1	\$1,000.00	x	\$1,000.00
2.7	Install concrete sidewalk c/w curb & gutter	m2	45	\$850.00	x	\$38,250.00
2.8	Install wheelchair ramps c/w adjacent curb & gutter	m2	16	\$400.00	x	\$6,400.00
2.9	Install 5000mm-Ø750mm cast-in-place concrete piles	ea	2	\$10,000.00	x	\$20,000.00
2.10	Install 5000-Ø900mm cast-in-place concrete piles	ea	2	\$10,000.00	x	\$20,000.00
2.11	Install Traffic signal poles c/w Davis arm (8.0m-12.5m) and street light extension as shown on the drawings	ea	4	\$14,500.00	x	\$58,000.00
2.12	Install c/w supply overhead signs and lane tabs as shown on the drawings	l.s.	1	\$5,000.00	x	\$5,000.00
2.13	Install c/w supply junction boxes	ea	6	\$1,200.00	x	\$7,200.00
2.14	Install c/w supply 50mm HDPE conduits(black) for signal cables	l.m.	100	\$300.00	x	\$30,000.00
2.15	Install c/w supply 50mm HDPE conduits(orange) for fibre optic cables	l.m.	200	\$250.00	x	\$50,000.00
2.16	Install c/w supply pre-cast concrete base for P44 Cabinet	ea	1	\$2,500.00	x	\$2,500.00
2.17	Install c/w supply access to the cabinet	l.s.	1	\$500.00	x	\$500.00
2.18	Install c/w supply steel bollards	ea	3	\$1,000.00	x	\$3,000.00
<b>2.0</b>	<b>Total Site Works</b>					<b>\$273,321.00</b>

<b>3.0</b>	<b>Electricals and Equipment Supply and Installation</b>					
3.1	Install c/w supply P44 traffic control cabinet c/w power backup systems	ea	1	\$65,000.00	x	\$65,000.00
3.2	Install c/w supply 16" pedestrian signal heads (MAN/HAND/COUNTDOWN)	ea	8	\$1,250.00	x	\$10,000.00
3.3	Install c/w supply 3-section vertical signal heads c/w 300mm LED (GYR) lamps and necessary hardware.	ea	4	\$2,000.00	x	\$8,000.00
3.4	Install c/w supply 3-section horizontal signal heads c/w 300mm LED (GYR) lamps and necessary hardware.	ea	4	\$2,000.00	x	\$8,000.00
3.5	Install c/w supply 4-section vertical signal heads c/w 300mm LED (GYR) lamps and necessary hardware.	ea	2	\$2,000.00	x	\$4,000.00
3.6	Electrical installation and cabling					
0.1	Supply and install 14 AWG-19C(IMSA) signal cables c/w 8 AWG ground wire	l.m.	300	\$50.00	\$1,200.00	\$15,000.00
0.2	Supply and install 14 AWG-7C(IMSA) signal cables c/w 8 AWG ground wire	ea	200	\$40.00	\$1,500.00	\$8,000.00
0.3	Supply and install 10 AWG-3C(SLC) power cables for streetlights.	ea	200	\$20.00	\$1,500.00	\$4,000.00
0.4	Supply and install power distribution box for streetlights	ea	30	\$3,000.00	\$100.00	\$90,000.00
<b>3.0</b>	<b>Total Traffic Control Signalization</b>					<b>\$224,720.00</b>

<b>Summary of Estimate:</b>		
1.0	General Requirement	\$32,500.00
2.0	Demolition and Removal	\$273,321.00
3.0	Traffic Poles and Electrical Works	\$224,720.00
Sub-total - Cost of the Project		\$530,541.00
Engineering & Contingency (20%) plus P.S.T (6%)		\$137,940.66
<b>Project Cost of Broadway Street and Myrtle Avenue Intersection Pole Replacement</b>		<b>\$668,481.66</b>

Name: Moshiur Rahman

Signature: Moshiur Rahman

Date: Friday, September 23, 2022

Drawing No.: ENG-2022-004



