

TITLE: 2023 Operating & 2023 / 2024 Capital Budgets	DATE OF MEETING: January 30, 2023
	REPORT DATE: January 25, 2023
CLEARANCES:	ATTACHMENTS: <ol style="list-style-type: none"> 1) 2023 Budget Submission; 2) 2023 Operating Budget Summary; 3) 2023 / 2024 Capital Budget; 4) Tax Revenue and Departmental Expense Pie Chart
Written by: Ashley Stradeski – Director of Finance <p align="center">Ashley Stradeski</p>	
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Approved by: Lonnie Kaal - City Manager <p align="center">Lonnie Kaal</p>	

BACKGROUND

Budget preparations were begun by the individual departments in September and October of last year. 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 November 28 & December 14 of 2022, and January 16, 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 2022. Inflation for the year has been sitting around the 7% or higher mark, and this affects all of the goods and services the City requires to operate.

Items like asphalt and other aggregates used in construction are up 15-25%; electricity is up 8% and energy costs up more than 17%. High fuel prices (50% higher or more throughout the year) affect many of the core services that utilize mobile equipment, as well as driving up costs of nearly every product the City purchases. At the end of the day, the total required budget has gone up; this is not due to increased areas of spending, but rather increased costs to do the same amount of work.

Because of this our initial budget numbers were high and the impact to taxpayers would have likewise been high. The initial budget came in at approximately 8%, and this has caused us to ask the question – what do we do with these cost increases? The attached budget presentation includes the results of the pre-budget survey conducted on “Shape Your City” and, generally speaking, there were no core service areas where citizens were overwhelmingly willing to see decreased levels of service. With regards to how to fund cost increases, there was a clear leaning towards increasing user fees. User fees are charged on various services the City offers such as recreation passes, penalties on taxes, and many other items. These are collected such that the individual who used the service or incurred the expense pays for it rather than the taxpayers in general.

Increasing user fees is something that is never easy to do, however a balance of user fee increases can help keep the tax increase more affordable for our residents. Of the \$55 million or so that the City spends each year, only half of that is collected via taxes and the remainder is various fees, charges, and other sources of funding. When costs are increasing dramatically across the board, increasing taxes alone would shuffle the burden for all services more onto the taxpayers and thus user fee increases are appropriate.

Work continued to limit the areas of increase and to manage 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, and 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	2.93%
Capital	<u>1.00%</u>
Total:	3.93%

This works out to approximately \$1.05 million in additional taxation revenues. The impact to the average residential homeowner would be roughly \$6.50 a month. Various user fees for City services have also been increased by approximately 5% to help offset the increasing costs to provide these services.

Operating Budget – 2023

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 2.93% - significantly below inflation. This includes everything from Public Works, Parks, RCMP, and every other non-utility department. This was a challenge in a year where costs were rising so drastically in Canada, however the burden on taxpayers was kept in mind throughout the entire budget process. Similarly, to any individual or business, inflation does affect the majority of costs incurred by the City as well. As costs for goods and services rise, the City bears these increases in its budget.

Significant Items

Gallagher Centre

This is an area where the various cost increases compound with lower revenues to add significant costs to the City. This is a large building with high heating and power bills, with various high power use items such as ice plants for the rinks, water pumps for the pools, and generally a large amount of space to heat and light. With energy prices rising 17% and power 8%, this hits all our large facilities greatly.

Overall costs were up around 4.4% at the Gallagher Centre, however decreased revenue from leases and concessions have added to this. To offset, many of the fees and charges at the facility will be increased by 5% throughout the year, with a net increase in cost of \$250,000.

RCMP Contract

Last year saw the largest increase in policing costs we have ever encountered due to contract negotiations, and this year the expected contract is still a large increase with numerous requirements for body cams and other personal equipment that has been overdue for replacement or modernization.

The budgeted cost increase here is over 4%, with extra funding going towards the mentioned equipment and increased staffing costs.

Corporate Services

Corporate Services encompasses many services to run the City including chief administration, human resources, finance, payroll, city-wide IT services, as well as many service provider contracts ranging from legal and accounting to assessment services.

Included in this are software costs, and this is an area that is becoming increasingly expensive as well, with the majority of software providers now on a subscription service rather than the previous "buy the software" model. Many of our software suites, primarily Microsoft, have increased significantly. Additionally, improved cyber security tools are budgeted here.

Public Works

Public Works is responsible for maintenance of our linear assets such as roads, curbs, sidewalks, including snow removal among other things.

This is another area heavily hit by rising prices – aggregates used in road construction and repair have seen increases in the 15-25% range, as well as fuel costs for the heavy equipment, snow plows, and other items.

Another point of cost increase has been snow removal; the City typically budgets snow removal based on the 5-year average cost. 2022 was a record year for snow, with the City actually hitting its entire snow removal budget by the end of February.

The overall budget here has been increased by 9.87% to offset the increased asphalt, fuel and snow removal costs.

Environmental Services (Waterworks, Landfill & Refuse/Recycling)

With regards to our Water Utility, this budget includes the previously approved 4.75% increase to water rates as well as the \$3 / month increase to the residential water base charge. This will offset increasing costs with replacing water lines, sewer lines, and meters, as well as the ever aging water and sewer underground infrastructure as discussed in an earlier Council meeting.

While this rate increase is substantial, the costs of water and sewer replacement, as well as breaks, and even the cost of power and natural gas at the treatment plants has risen sharply and needs to be maintained.

Capital Budget - 2023

The capital budget includes a 1% increase in taxes, or roughly \$267,000, for capital projects. This will bring our annual capital expenditure total to \$4,910,000 for 2023. The capital budget as prepared is a 2-year capital budget to allow for planning of larger and more complex capital projects, and the 2024 year has a planned increase of 1% as well.

This increase will help go towards 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.

The 2024 capital total will be \$5,189,000, which is an increase of 20% over 5 years. It is important that we continue to increase our capital spending as not only do we have aging infrastructure that desperately needs replacement, but also cost increases in nearly every aspect of capital, often far in excess of standard inflation.

For 2023, the capital budget was approved last year and included funding for York Road, and updates to our Kinsmen Arena ice system to keep it operational for the future.

New items on this budget are the 2024 capital, which include projects such as the Airport Terminal building, replacements for several street lights and traffic signal poles, and further funding towards roadwork.

One major notable project is upgrades to Highway 10 East past Mayhew Ave, which is in partnership with the Province via the Urban Highway Connector Program. This project will essentially complete the eastern stretch of Highway 10 within the City limits.

The biggest new project on the docket is the detailed design of our upcoming Water Pollution Control Plan (WPCP) – this is a must have for the City to meet new regulations with regards to wastewater treatment. This plant will continue to keep Yorkton viable with regards to water treatment, particularly with industrial uses in mind.

There are other smaller projects including various work and improvement to parks around the City, as well as some much needed maintenance in our other facilities. Deer Park also receives money towards ongoing irrigation upgrades.

This is far from a complete list, as there are numerous small projects being funded from either the capital budget or from reserves, and the entire list is included as 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 \$6.50 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 31, 2023, until the next Council meeting for feedback to be collected on our website or by direct communication with us at the City. We encourage all questions by phone, email or through our website feedback form, available on www.yorkton.ca/budget which will be linked off our main page and on social media.

OPTIONS

1. That Council direct Administration to publish the 2023 Operating and 2023/2024 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 February 13, 2023 Council Meeting for adoption.
2. Other direction as Council deems appropriate.

RECOMMENDATION

That Council direct Administration to publish the 2023 Operating and 2023/2024 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 February 13, 2023 Council Meeting for adoption.



City Budget 2023

Operating & Capital

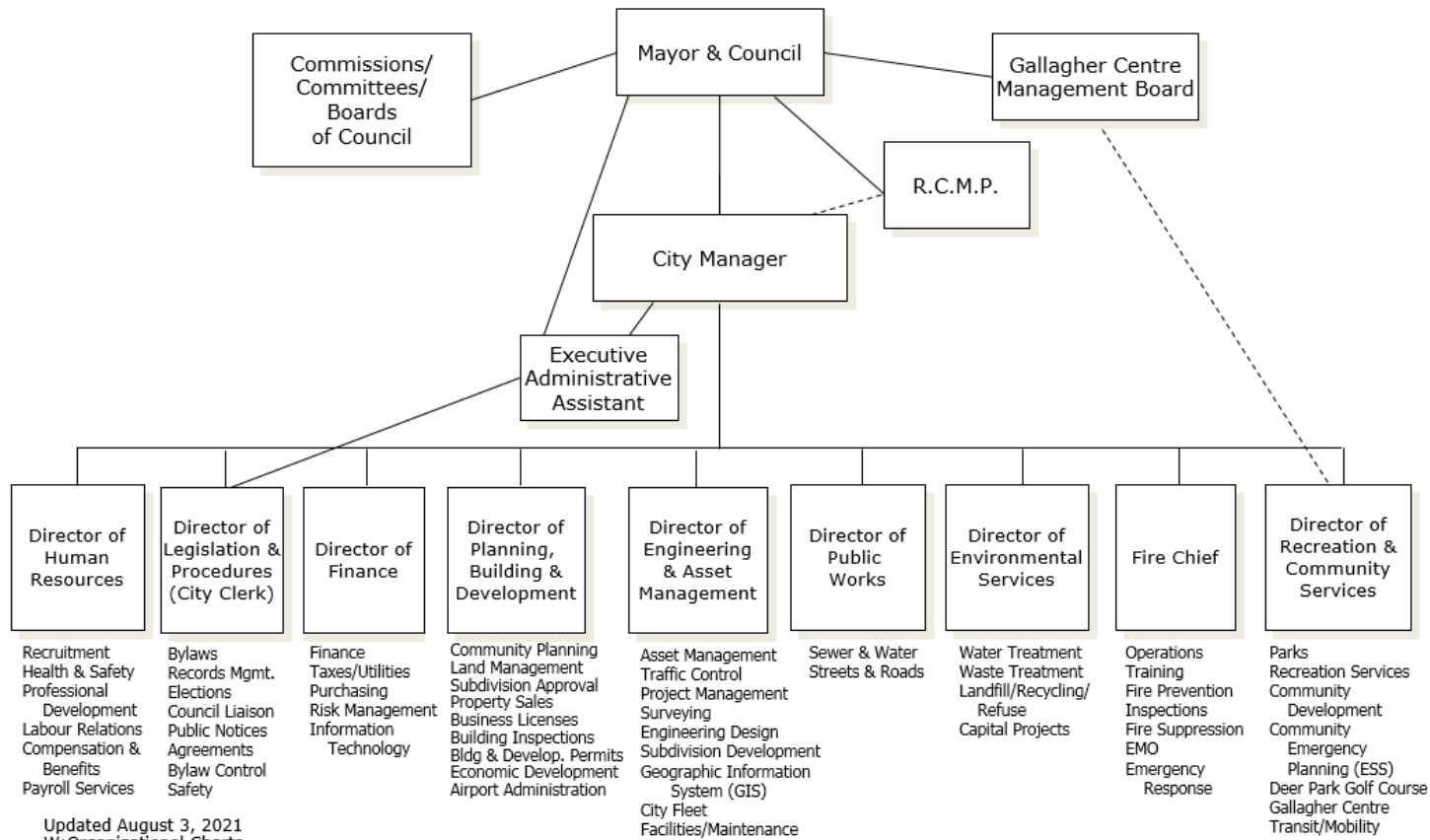
Presented to Council – January 30, 2023

Operating Summary

- Providing same levels of service as prior year
- Reflects minimal changes to operations
- Includes significant cost increases for inflationary items:
 - Utilities: Power 8%, Energy 17%
 - Fuel approx. 50%
 - Asphalt and other aggregates 15-20%
- Presented on a department by department basis
- Significant variances explained
- Highlights from pre-budget public survey included

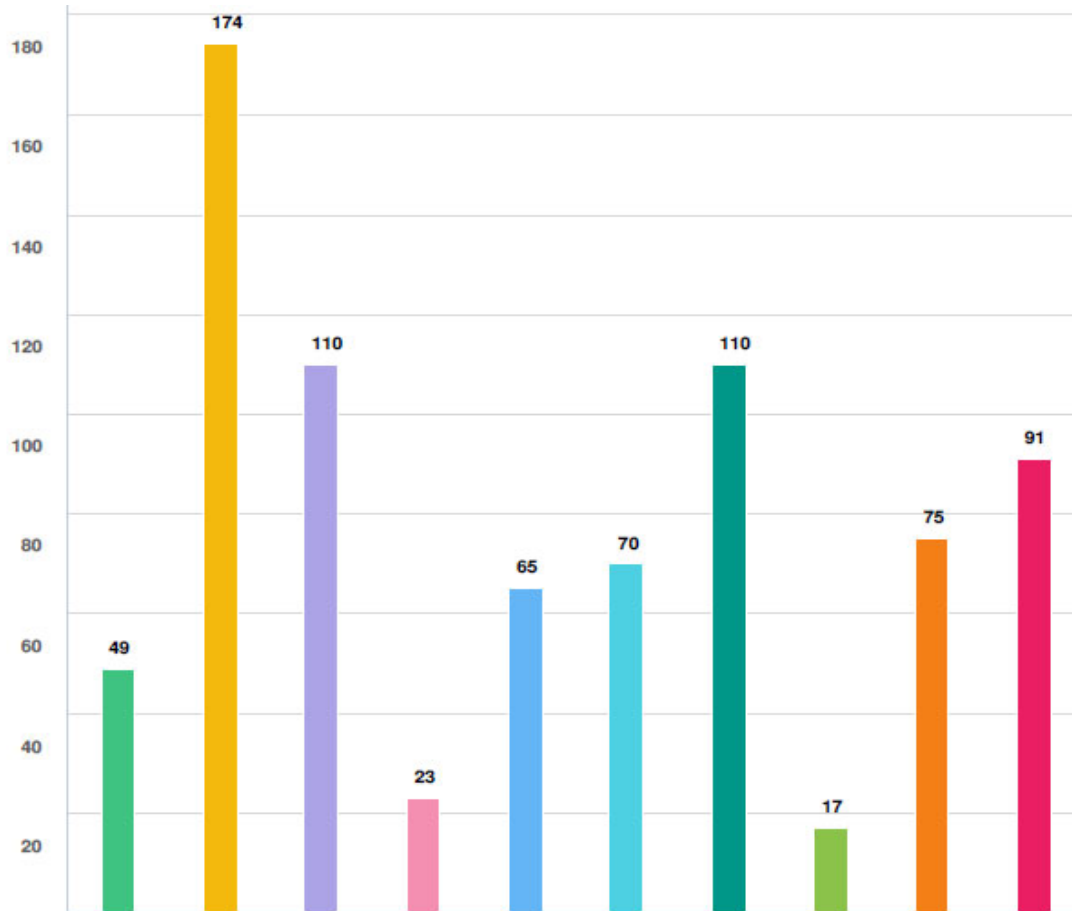
Operating Budget – The Means to Provide Services

City of Yorkton - Organizational Structure



Updated August 3, 2021
 W:Organizational Charts

Pre-Budget Public Survey (264 Responses)



Question – What are your top 3 community concerns?

1. Infrastructure (roads, utilities, facilities)(66%)
2. Cost of living (42%)
3. Health and public health (42%)

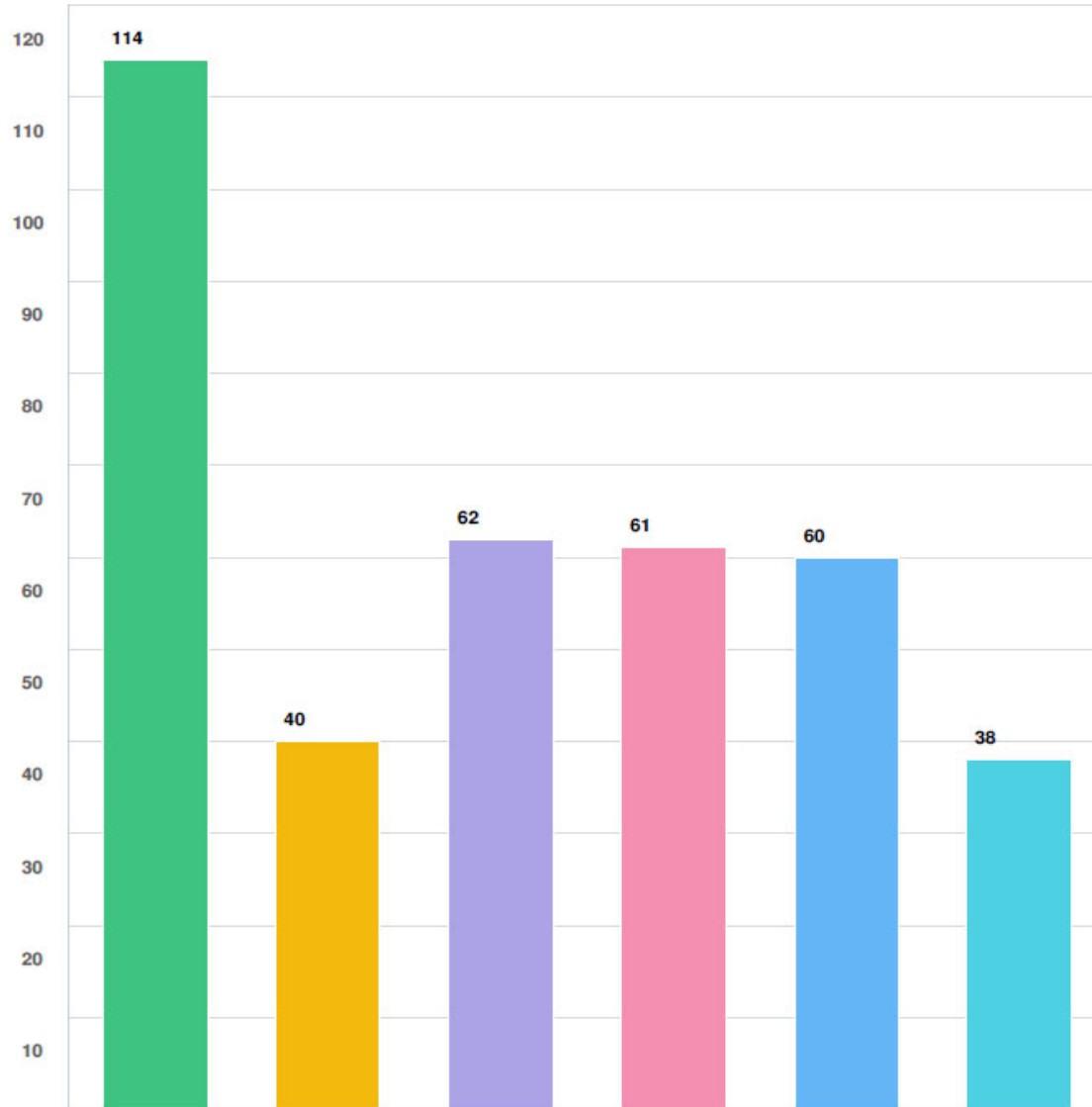
Question options

- Affordable housing and accommodations
- Infrastructure (roads, underground utilities, facilities)
- Cost of living
- Social issues
- Economy, jobs, economic issues
- Business development and growth
- Health and public health
- Environment, environmental issues and sustainability
- Crime and public safety
- Improve parks, recreational facilities, and services

Pre-Budget Public Survey (264 Responses)

Priority	Citizens asked to rank City services from most important (1) to least important (10) to them.	Average Rank
1.	Public safety (RCMP, Fire, Bylaw) and property standards/enforcement	3.66
2.	Road resurfacing/pot hole repairs	3.73
3.	Snow clearing/ice removal	4.42
4.	Water and sewer infrastructure	5.16
5.	Recreation facilities/programs	5.46
6.	Drainage/storm water management	5.53
7.	Economic and business development	6.00
8.	Parks and greenspace maintenance (grass, trees, weeds)	6.21
9.	Garbage/recycling services	6.21
10.	Transit	8.36

Pre-Budget Public Survey

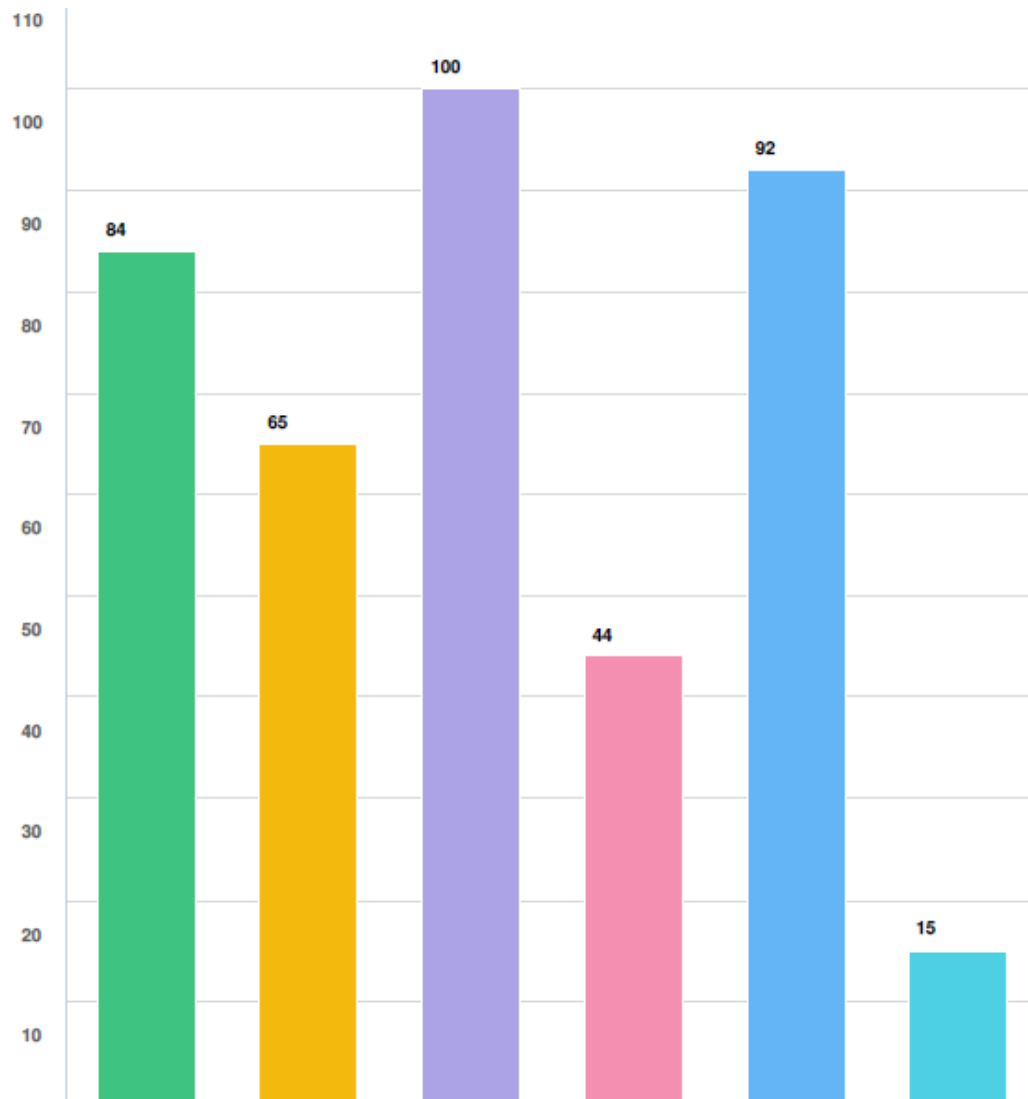


Question – With inflation, the cost of City services increases; how would you prefer we offset these rising costs?
(Select up to two:)

- Increase user fees
- Increase utility rates
- Introduce new user or service fees
- Increase property taxes
- Reduce service levels
- Stop providing a particular service

- 45% Favour Increasing User Fees

Pre-Budget Public Survey



Question – Would you support the idea of a dedicated property tax levy for a specific service?
(Select all that apply:)

- Road Levy
- Recreation Facility Levy
- Hospital Levy
- Drainage and Storm Water Levy
- No - none of the above
- Other (please specify)

- 39% Favour Hospital Levy
- 36% Favour No - None

General Revenue

	Actual	Budget	Budget	\$	%
	2021	2022	2023	Change	Change
Revenue					
Taxes including Grants In Lieu	25,249,317	26,509,872	27,853,027	1,343,155	5.07%
Tax Losses	-742,401	-100,000	-100,000	0	
Interest Income and Tax Penalties	292,211	469,099	482,075	12,976	2.77%
Crown Surcharges	3,126,034	3,130,000	3,200,000	70,000	2.24%
Municipal Operating Grant	3,266,773	3,109,734	3,287,000	177,266	5.70%
	<u>31,191,934</u>	<u>33,118,705</u>	<u>34,722,102</u>	<u>1,603,397</u>	<u>4.84%</u>

Legislative



Provides:

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Expenses					
Council remuneration	247,358	261,370	277,130	15,760	6.03%
City promotional	12,048	16,000	20,000	4,000	25.00%
Office expense	67,543	73,825	88,621	14,796	20.04%(1)
Election expense	0	4,500	5,000	500	11.11%
Receptions & recognitions	8,300	7,000	14,500	7,500	107.14%(2)
Grants and donations	248,971	255,305	256,600	1,295	0.51%
Facility rebates	86,470	161,500	161,500	0	0.00%
	<u>670,690</u>	<u>779,500</u>	<u>823,352</u>	<u>43,852</u>	<u>5.63%</u>

Variances:

- (1) City Hall expenses (utilities, maintenance)
- (2) Increase for committee appreciation night



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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Leased Land	19,897	32,000	25,000	-7,000	-21.88%
Office Services	55,522	37,500	41,000	3,500	9.33%
Bylaw Services	27,621	93,000	82,000	-11,000	-11.83%(1)
Parking Fees	18,380	20,000	20,000	0	0.00%
	<u>121,421</u>	<u>182,500</u>	<u>168,000</u>	<u>-14,500</u>	<u>-7.95%</u>
Expenses					
City Manager/City Clerk	644,956	604,231	616,807	12,576	2.08%
Human Resources	567,168	648,095	666,072	17,977	2.77%
Finance/Information Technology	1,103,370	1,232,346	1,249,643	17,298	1.40%
City Administration	818,887	867,650	977,400	109,750	12.65%(2)
City Owned Property	13,711	10,000	10,000	0	0.00%
Bylaw	310,278	345,756	350,170	4,413	1.28%
Parking	25,993	36,050	36,050	0	0.00%
	<u>3,484,363</u>	<u>3,744,128</u>	<u>3,906,141</u>	<u>162,013</u>	<u>4.33%</u>
Net Expenses over Revenue	<u><u>3,362,942</u></u>	<u><u>3,561,628</u></u>	<u><u>3,738,141</u></u>	<u><u>176,513</u></u>	<u><u>4.96%</u></u>

Variances:

- | | |
|-----|------------------------------------------------------------------------------------------|
| (1) | Reduction in contracted service revenue |
| (2) | Software costs (\$36,000 – Adobe, MS, website, DUO MFA);
Cybersecurity suite \$80,000 |



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)



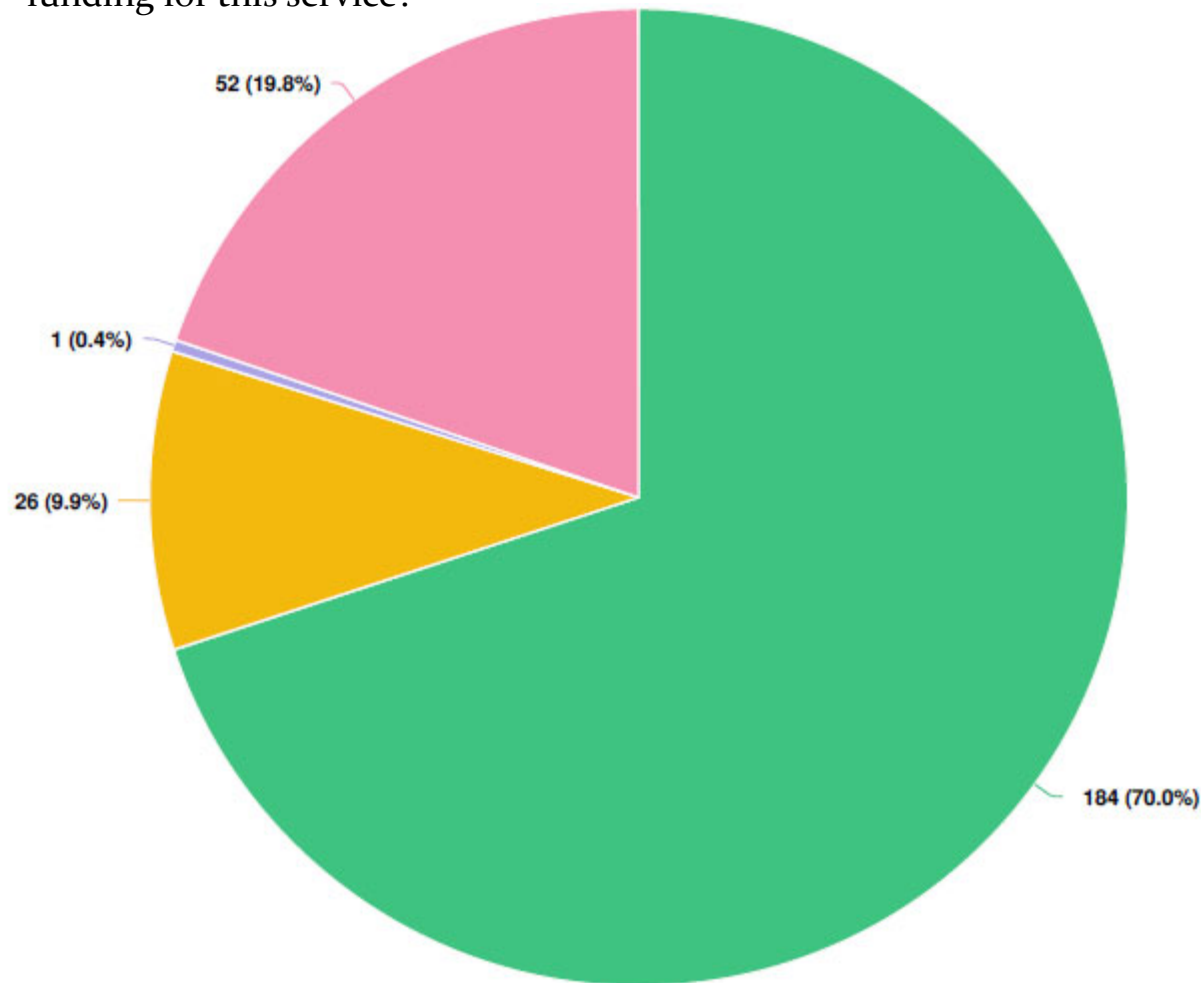
- Emergency management (EMO) for the City and Fire Hall acts as Emergency Operations Centre
- Hazardous material response
- Train derailment response

Fire Protective Services – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service?

Question options
(Click items to hide)

- No change - I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.



Fire Protective Services

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Fire Service Fees	74,933	75,500	75,500	0	0.00%
Fire Service Agreements	373,509	370,000	385,000	15,000	4.05%
	<u>448,442</u>	<u>445,500</u>	<u>460,500</u>	<u>15,000</u>	<u>3.37%</u>
Expenses					
Administration	444,862	457,240	463,904	6,664	1.46%
Prevention & Education	4,825	20,000	20,300	300	1.50%
Operations & Suppression (IAFF)	2,167,005	2,227,690	2,311,762	84,072	3.77%(1)
Training	6,048	39,000	39,000	0	0.00%
Equipment	347,551	299,620	296,620	-3,000	-1.00%
Hall Maintenance	111,072	92,390	97,990	5,600	6.06%
Emergency Measures	19,532	24,135	24,135	0	0.00%
	<u>3,100,895</u>	<u>3,160,075</u>	<u>3,253,711</u>	<u>93,636</u>	<u>2.96%</u>
Net Expenses over Revenue	<u>2,652,453</u>	<u>2,714,575</u>	<u>2,793,211</u>	<u>78,636</u>	<u>2.90%</u>

Variances:

(1) Overtime increase to cover staffing shortages



RCMP



RCMP

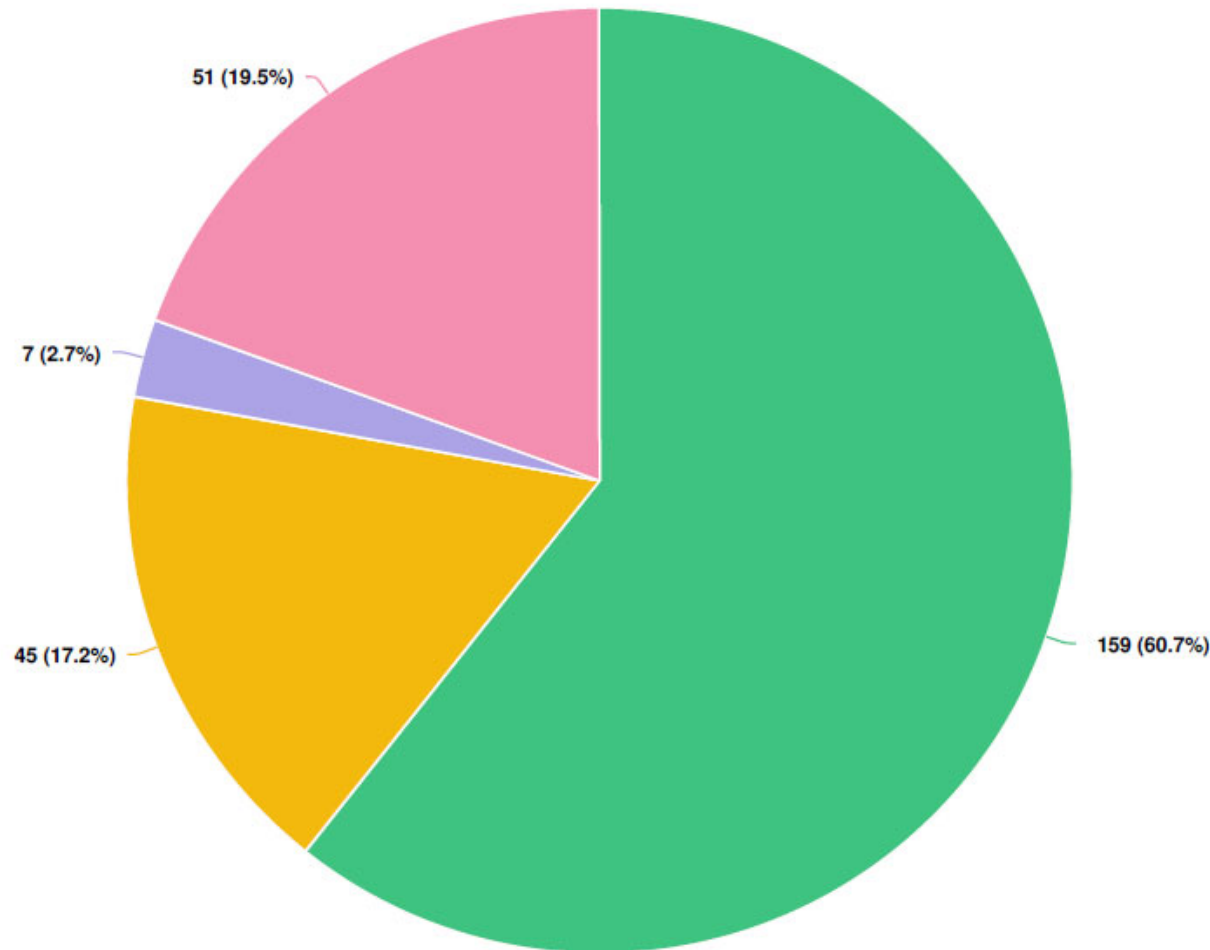
Provides:



- 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 (warrant executions, offender compliance checks)
- Events monitoring/parade escorts
- School zones and traffic enforcement
- King's Bench security
- Criminal record checks
- Victim services

RCMP/Bylaw – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service?



Question options

(Click items to hide)

- No change - I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.

RCMP

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Court fines & criminal record checks	195,351	220,000	220,000	0	0.00%
Rent agreement	61,815	61,197	61,197	0	0.00%
Provincial Government funding	330,000	330,000	330,000	0	0.00%
	<u>587,167</u>	<u>611,197</u>	<u>611,197</u>	<u>0</u>	<u>0.00%</u>
Expenses					
Administration	951,872	828,423	861,590	33,167	4.00%(1)
Federal Contract	4,188,344	4,937,970	5,125,000	187,030	3.79%(2)
	<u>5,140,215</u>	<u>5,766,393</u>	<u>5,986,590</u>	<u>220,197</u>	<u>3.82%</u>
Net Expenses over Revenue	<u>4,553,048</u>	<u>5,155,196</u>	<u>5,375,393</u>	<u>220,197</u>	<u>4.27%</u>

Variances:	
(1)	City Hall occupancy costs
(2)	Contract price increase

Cemetery

Provides:



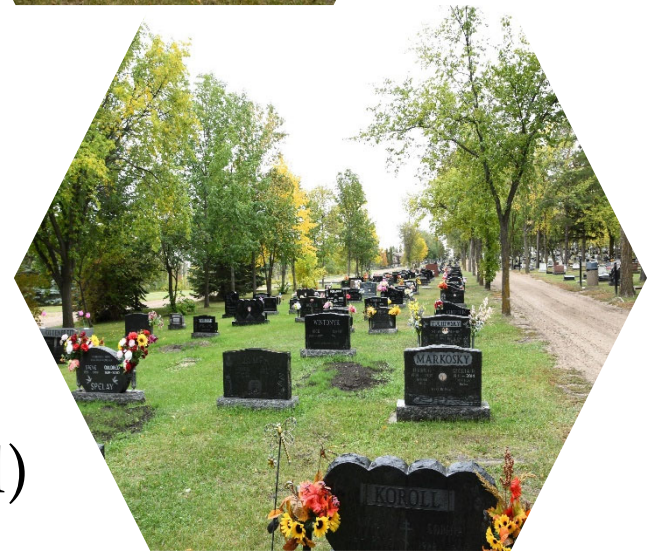
- Casket and cremation interments



- Coordinate plot sales and buy-back programs, permit applications



- Interment site preparation
- Maintenance services (grass cutting, flowers, snow removal)



Cemetery

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Sales, permits & fees	195,141	168,000	205,000	37,000	22.02%(1)
	195,141	168,000	205,000	37,000	22.02%
Expenses					
Salaries & Benefits	81,809	105,000	118,825	13,825	13.17%
Utilities	7,871	12,300	14,862	2,562	20.83%
Maintenance & Equipment	98,462	89,340	100,340	11,000	12.31%
	188,141	206,640	234,027	27,387	13.25%
Net Expenses over Revenue	-7,000	38,640	29,027	-9,613	-24.88%
Transfer to / from Reserve	55,000	0	7,500	7,500	100.00%
	48,000	38,640	36,527	-2,113	-5.47%

Variations:

(1) Overall fee increase, winter surcharge

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Fees, season passes & tournaments	559,548	473,200	493,000	19,800	4.18%
Concession commission	2,250	2,500	5,000	2,500	100.00%
	<u>561,798</u>	<u>475,700</u>	<u>498,000</u>	<u>22,300</u>	<u>4.69%</u>
Expenses					
Administration	108,685	107,600	109,500	1,900	1.77%
Golf Course	462,585	471,530	508,250	36,720	7.79%
Clubhouse	49,579	59,000	50,000	-9,000	-15.25%
Fleet equipment	150,000	107,000	118,000	11,000	10.28%(1)
	<u>770,848</u>	<u>745,130</u>	<u>785,750</u>	<u>40,620</u>	<u>5.45%</u>
Net Expenses over Revenue	<u>209,050</u>	<u>269,430</u>	<u>287,750</u>	<u>18,320</u>	<u>6.80%</u>

Variances:

(1) Increased fuel & maintenance costs

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Rental income	3,654	2,500	7,000	4,500	64.29%
Fees and other revenue	14,735	15,000	15,000	0	0.00%
	<u>18,390</u>	<u>17,500</u>	<u>22,000</u>	<u>4,500</u>	<u>25.71%</u>
Expenses					
Building & maintenance	187,298	182,275	155,442	-26,833	-14.72%
Materials	40,283	44,000	44,000	0	0.00%
Regional levy requisition	385,000	390,000	350,000	-40,000	-10.26%
	<u>612,580</u>	<u>616,275</u>	<u>549,442</u>	<u>-66,833</u>	<u>-10.84%</u>
Net Expenses over Revenue	<u>594,190</u>	<u>598,775</u>	<u>527,442</u>	<u>-71,333</u>	<u>-11.91%</u>

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Fees	66,902	59,500	73,500	14,000	23.53%
Grant revenue	190,751	207,394	201,400	-5,994	-2.89%
	<u>257,653</u>	<u>266,894</u>	<u>274,900</u>	<u>8,006</u>	<u>3.00%</u>
Expenses					
Administration	325,494	340,465	345,106	4,641	1.36%
Heritage	30,721	42,090	38,000	-4,090	-9.72%
Programming	390,881	427,094	430,154	3,060	0.72%
	<u>747,095</u>	<u>809,649</u>	<u>813,260</u>	<u>3,611</u>	<u>0.45%</u>
Net Expenses over Revenue	<u>489,442</u>	<u>542,755</u>	<u>538,360</u>	<u>-4,395</u>	<u>-0.81%</u>

RCS - Facilities

Provides:

Preventative, reactive maintenance, capital upgrades, janitorial services and snow removal



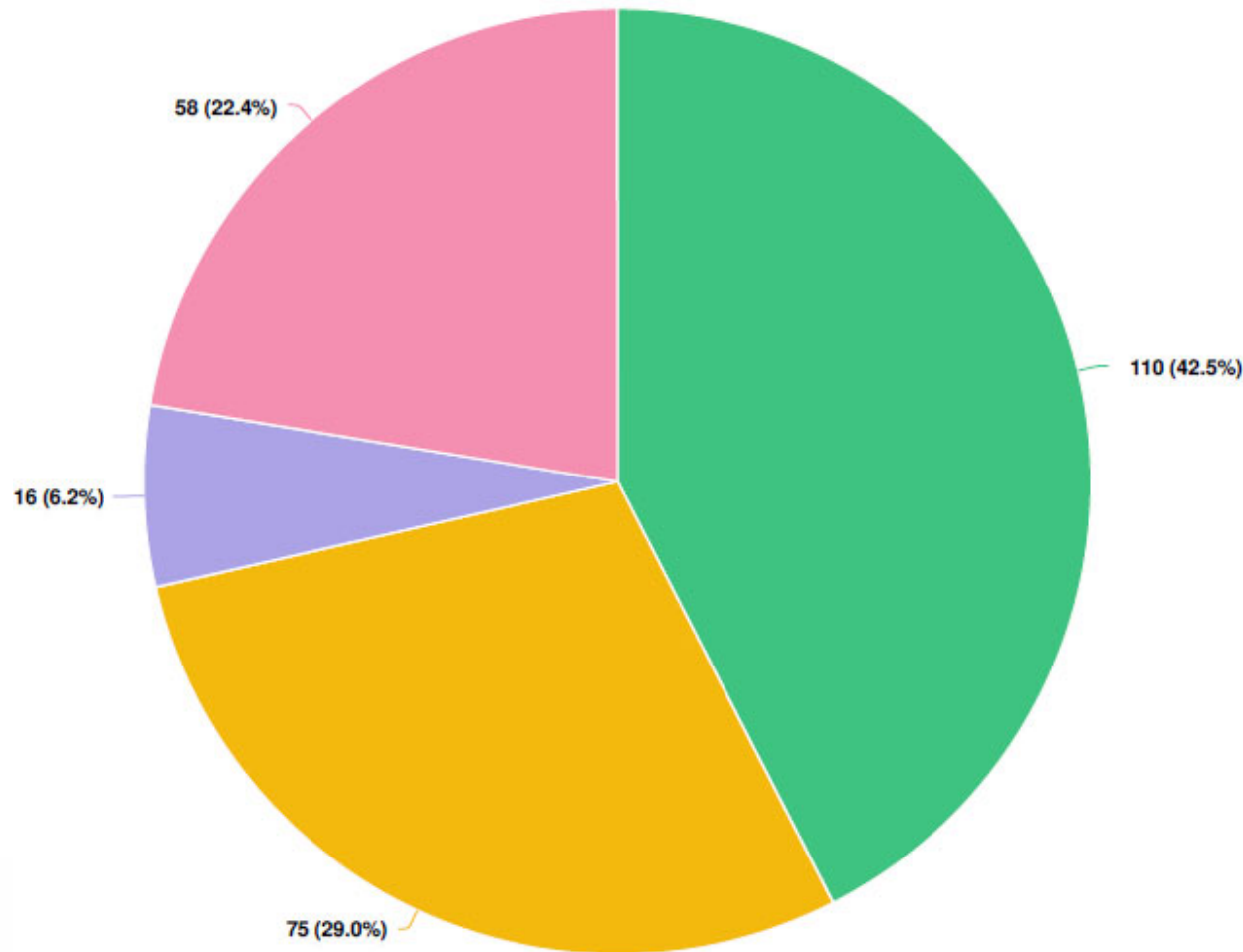
Facilities include:

- *Godfrey Dean/Land Titles* – facility rentals, strategic partnerships (Art Gallery, Arts Council, Film Festival)
- *Gloria Hayden* – sport and recreation programming, gym rentals
- *Tourism/Chamber*
- *Kinsmen Arena*
- *Deer Park Clubhouse*
- *Outdoor man-made structures*



RCS Facilities – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service? (Includes: Gallagher/Kinsmen/GHCC/Godfrey/Library)



Question options

(Click items to hide)

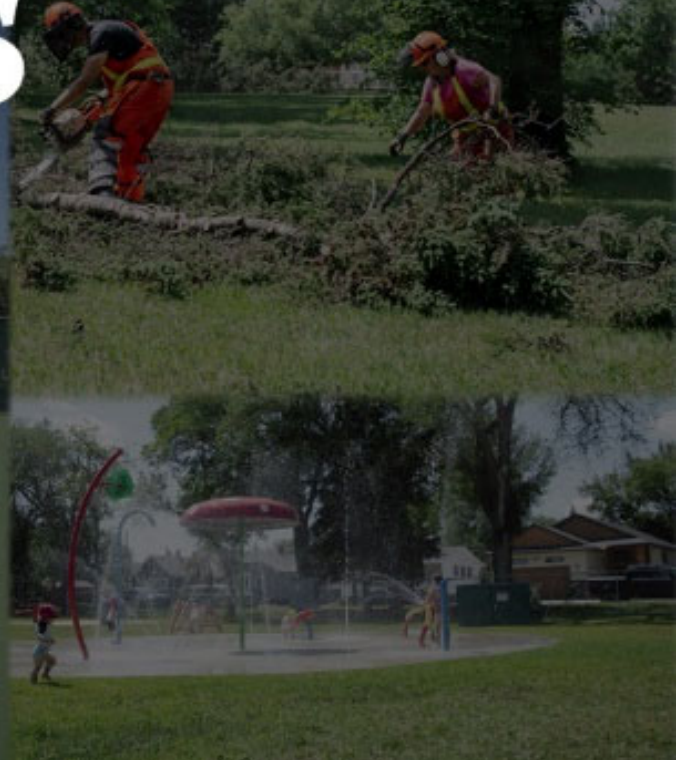
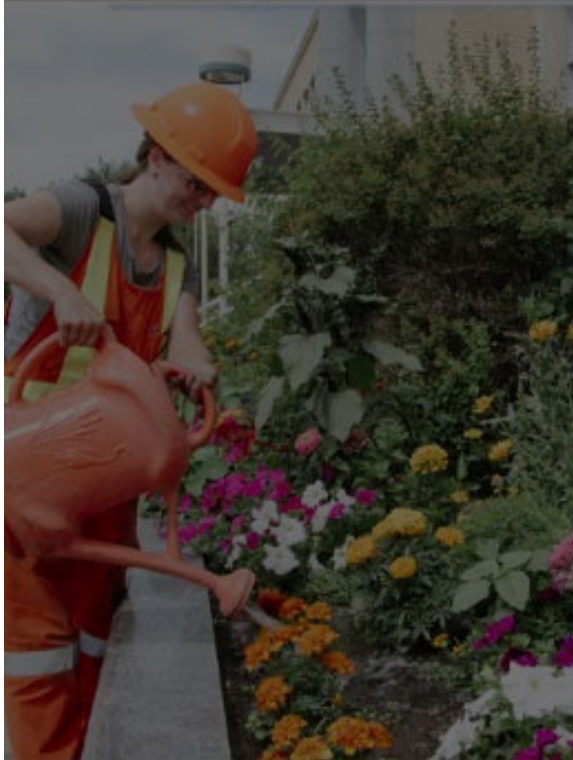
- No change - I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.

RCS – Facilities

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Godfrey Dean	58,064	52,000	59,000	7,000	13.46%
Kinsmen Arena	135,916	218,500	226,250	7,750	3.55%
Gloria Hayden	55,962	48,000	55,000	7,000	14.58%
Tourism	20,374	24,000	24,000	0	0.00%
	<u>270,316</u>	<u>342,500</u>	<u>364,250</u>	<u>21,750</u>	<u>6.35%</u>
Expenses					
Godfrey Dean	71,293	77,280	80,050	2,770	3.58%
Kinsmen Arena	224,648	310,245	310,588	343	0.11%
Gloria Hayden	110,738	116,650	121,300	4,650	3.99%
Facility Maintenance	219,725	240,542	249,090	8,548	3.55%
Tourism	32,038	32,180	34,400	2,220	6.90%
	<u>658,442</u>	<u>776,897</u>	<u>795,428</u>	<u>18,531</u>	<u>2.39%</u>
Net Expenses over Revenue	<u>388,126</u>	<u>434,397</u>	<u>431,178</u>	<u>-3,219</u>	<u>-0.74%</u>



Parks



RCS - Parks

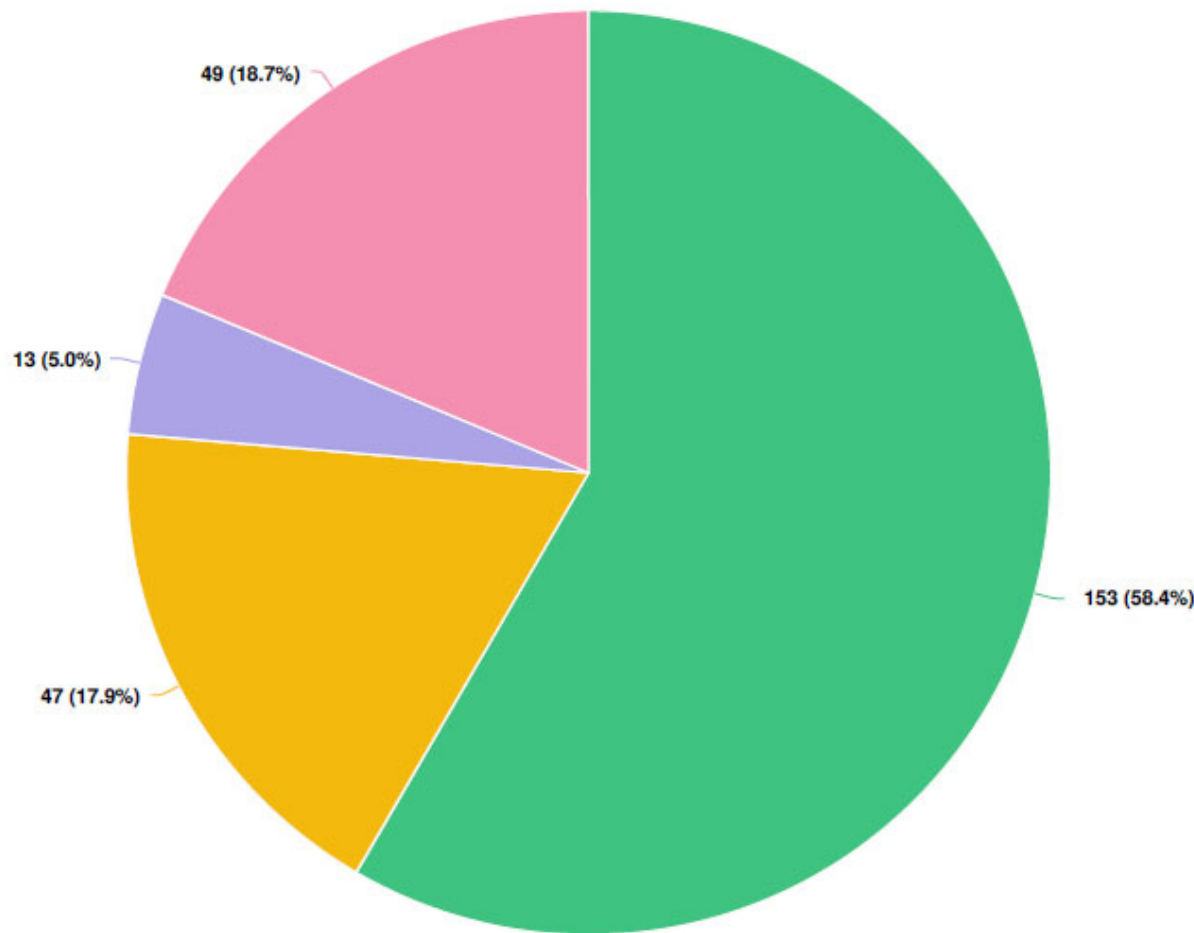
Provides:



- City-wide green space and park management
 - Urban forestry (tree trimming, debris)
 - 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)

Parks – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service?



Question options

(Click items to hide)

- No change - I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.

RCS - Parks

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Parks/Ball Diamonds	56,444	63,500	79,600	16,100	25.35%
Other outdoor	18,205	14,600	15,400	800	5.48%
	<u>74,649</u>	<u>78,100</u>	<u>95,000</u>	<u>16,900</u>	<u>21.64%</u>
Expenses					
Administration	378,537	425,849	458,124	32,275	7.58%(1)
Parks maintenance	232,835	197,304	240,450	43,146	21.87%(2)
Grass cutting	264,701	324,925	342,460	17,535	5.40%
Forestry	397,955	301,310	333,600	32,290	10.72%
Soccer fields	18,941	33,525	34,625	1,100	3.28%
Horticultural	119,257	128,810	142,700	13,890	10.78%
Pest control	30,199	40,047	41,060	1,013	2.53%
Ball diamonds	130,759	138,901	100,400	-38,501	-27.72%
Outdoor facilities	115,305	137,207	139,100	1,893	1.38%
	<u>1,688,487</u>	<u>1,727,878</u>	<u>1,832,519</u>	<u>104,641</u>	<u>6.06%</u>
Net Expenses over Revenue	<u>1,613,838</u>	<u>1,649,778</u>	<u>1,737,519</u>	<u>87,741</u>	<u>5.32%</u>

Variances:

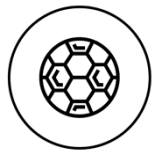
- | | |
|-----|-------------------------------------------------|
| (1) | Rental costs & linens, benefit costs (CPP) |
| (2) | Increased spray park water use, insurance costs |
| * | Increased fuel & maintenance costs throughout |



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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
General fees & commissions	274,575	362,000	288,300	-73,700	-20.36%(1)
Agri-Pavillion	13,523	15,500	16,081	581	3.75%
Ice rentals	192,240	316,500	332,842	16,342	5.16%
Room rentals	102,402	54,000	71,588	17,588	32.57%
Convention centre & concession	74,419	343,500	256,563	-86,938	-25.31%(2)
Curling rink	15,792	55,000	55,000	0	0.00%
Flexi-Hall	52,730	129,000	133,838	4,838	3.75%
Grounds & parking lot	1,329	12,000	12,450	450	3.75%
Waterpark	405,669	640,000	676,450	36,450	5.70%(3)
	<u>1,132,681</u>	<u>1,927,500</u>	<u>1,843,110</u>	<u>-84,390</u>	<u>-4.38%</u>
Expenses					
Administration	376,642	527,942	537,220	9,278	1.76%
Agri-Pavillion	59,985	54,626	58,885	4,259	7.80%
Arena	325,673	427,036	455,250	28,214	6.61%
Building maintenance and utilities	591,593	713,600	753,890	40,290	5.65%(4)
Janitorial	308,143	348,140	409,144	61,004	17.52%(4)
Convention centre & concession	166,609	214,150	146,081	-68,069	-31.79%(2)
Curling rink	8,560	30,003	31,320	1,317	4.39%
Flexi-Hall	34,482	56,105	60,580	4,475	7.98%
Grounds & parking lot	121,260	131,457	138,170	6,713	5.11%
Waterpark	1,091,498	1,312,478	1,392,960	80,482	6.13%(4)
	<u>3,084,442</u>	<u>3,815,536</u>	<u>3,983,500</u>	<u>167,964</u>	<u>4.40%</u>
Net Expenses over Revenue	1,951,761	1,888,036	2,140,390	252,354	13.37%
Transfer (from) to Reserves	34,999	35,000	35,001	1	0.00%
	<u>1,986,760</u>	<u>1,923,036</u>	<u>2,175,391</u>	<u>252,355</u>	<u>13.12%</u>

Gallagher Centre (continued)

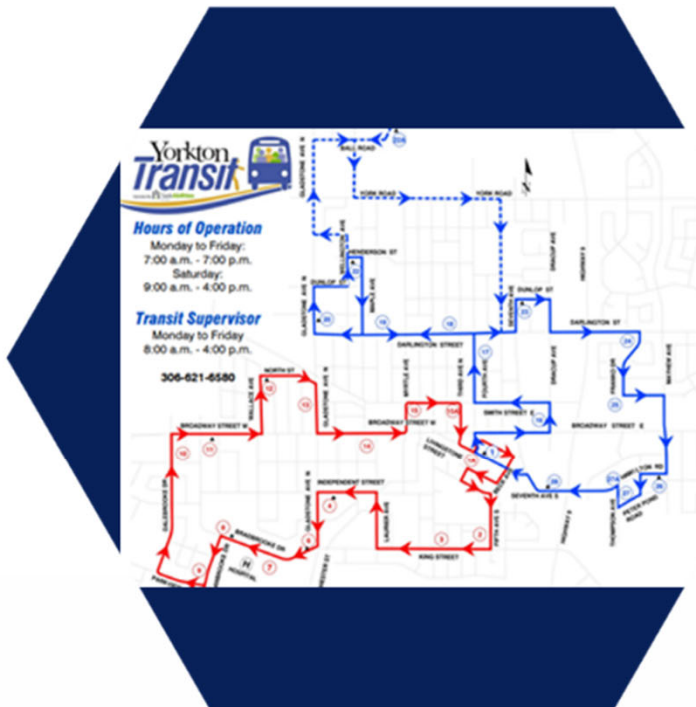
	Variations:
(1)	Functional Rehabilitation lease expired
(2)	No longer operating full concession
(3)	Waterpark usage still not at pre-pandemic levels
(4)	Overall costs up – power 8%, energy 17%, product/chemical costs

Transit

Provides:



- Contracted service through SaskAbilities
- RCS supervises contract, administration
- Maintenance of transit vehicles and stops/shelters



Transit

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Grants	58,924	55,000	55,000	0	0.00%
Transit	27,691	30,000	27,520	-2,480	-8.27%
	<u>86,615</u>	<u>85,000</u>	<u>82,520</u>	<u>-2,480</u>	<u>-2.92%</u>
Expenses					
Maintenance and Insurance	20,033	94,020	98,500	4,480	4.76%(1)
Transit Contracted Services	504,719	323,000	350,900	27,900	8.64%(1)
	<u>524,752</u>	<u>417,020</u>	<u>449,400</u>	<u>32,380</u>	<u>7.76%</u>
Net Expenses over Revenue	438,137	332,020	366,880	34,860	10.50%
Transfer to Reserves	<u>16,000</u>	<u>17,000</u>	<u>19,000</u>	<u>2,000</u>	<u>11.76%</u>
	<u><u>454,137</u></u>	<u><u>349,020</u></u>	<u><u>385,880</u></u>	<u><u>36,860</u></u>	<u><u>10.56%</u></u>

Variances:

(1) Operating cost increases (fuel, parts)



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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Expenses					
Engineering	774,850	757,246	777,015	19,770	2.61%
Street Lighting	531,069	559,800	584,800	25,000	4.47%(1)
Traffic Control	83,126	86,335	89,835	3,500	4.05%(1)
	<u>1,389,046</u>	<u>1,403,381</u>	<u>1,451,650</u>	<u>48,270</u>	<u>3.44%</u>

Variations:

(1) Increase in SaskPower costs

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
City Operations Centre Rental	0	228,000	249,000	21,000	0.00%
City Hall Rental	446,915	420,018	440,734	20,716	4.93%
	<u>446,915</u>	<u>648,018</u>	<u>689,734</u>	<u>41,716</u>	<u>6.44%</u>
Expenses					
Salaries and and wages	210,517	235,525	240,709	5,184	2.20%
Maintenance and contracted services	107,921	162,000	160,000	-2,000	-1.23%
Janitorial	25,611	89,000	91,000	2,000	2.25%
Insurance	20,848	55,000	44,500	-10,500	-19.09%
Utilities	196,946	180,500	217,100	36,600	20.28%(1)
Materials & supplies	22,765	37,000	43,000	6,000	16.22%
Equipment	9,692	10,000	10,500	500	5.00%
	<u>594,299</u>	<u>769,025</u>	<u>806,809</u>	<u>37,784</u>	<u>4.91%</u>
Net Expenses over Revenue	<u>147,384</u>	<u>121,007</u>	<u>117,076</u>	<u>-3,931</u>	<u>-3.25%</u>

Variances:

(1) Increase in Power (8%); Energy (17%)

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Fleet Rental	2,005,561	1,704,000	1,940,000	236,000	13.85%
Expenses					
Salaries & Benefits	444,092	464,314	474,317	10,003	2.15%
Fuel	241,133	305,000	395,000	90,000	29.51%(1)
Insurance	102,138	140,000	140,000	0	0.00%
Parts, Supplies & Maintenance	246,843	255,000	285,000	30,000	11.76%(2)
Rent & Building Costs	162,229	77,000	119,920	42,920	55.74%(3)
	<u>1,196,434</u>	<u>1,241,314</u>	<u>1,414,237</u>	<u>172,923</u>	<u>13.93%</u>
Net Expenses over Revenue	809,127	462,686	525,763	63,077	13.63%
Transfers to/from Reserves	809,127	462,686	525,763	63,077	13.63%
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

Variances:	
(1)	Fuel increase estimate for 2023
(2)	Parts cost increases
(3)	Internal Rent (utilities)

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Business Licenses	88,003	95,000	95,000	0	0.00%
Building & Development Permits	132,852	110,000	110,000	0	0.00%
Zoning & Subdivision Fees	550	3,000	3,000	0	0.00%
Airport	161,414	124,177	144,134	19,958	16.07%(1)
	<u>382,819</u>	<u>332,177</u>	<u>352,134</u>	<u>19,958</u>	<u>6.01%</u>
Expenses					
Planning Services	310,907	288,716	298,288	9,572	3.32%
Building Services	208,740	260,467	269,446	8,979	3.45%
Economic Development	367,980	387,626	405,099	17,473	4.51%(2)
Airport	234,074	223,980	275,800	51,820	23.14%(3)
	<u>1,121,700</u>	<u>1,160,789</u>	<u>1,248,633</u>	<u>87,844</u>	<u>7.57%</u>
Net Expenses over Revenue	738,881	828,612	896,499	67,887	8.19%
Transfer to Reserves	<u>65,000</u>	<u>64,328</u>	<u>65,000</u>	<u>672</u>	<u>1.04%</u>
	<u><u>803,881</u></u>	<u><u>892,940</u></u>	<u><u>961,499</u></u>	<u><u>68,559</u></u>	<u><u>7.68%</u></u>

Variances:	
(1)	Lease revenue increase
(2)	Increase in share of rental costs
(3)	Insurance, snow removal, fuel costs increases



Public Works



Public Works

Provides:



- General administration including managing contracts, inventory control, public inquiries and custom work



- Roads (207 km) and sidewalks (154 km) maintenance:

- Street cleaning/sweeping
- Snow removal/ice control
- Pot hole repairs
- Road resurfacing
- Annual inspections

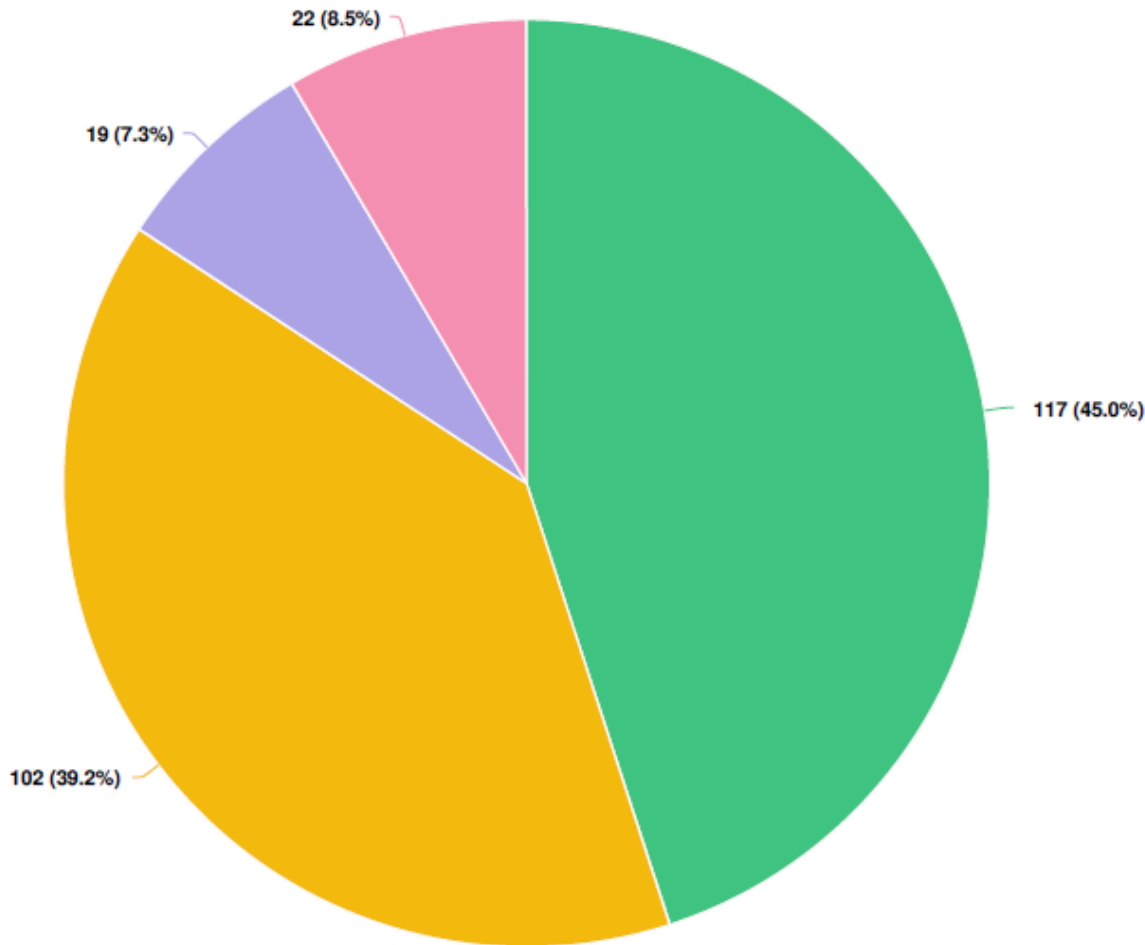


- Street sign/traffic line maintenance

- Drainage and storm sewer (116 km) maintenance

Streets & Roads – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service? (Includes: repairs/paving/street sweeping)



Question options

(Click items to hide)

- No change - I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.

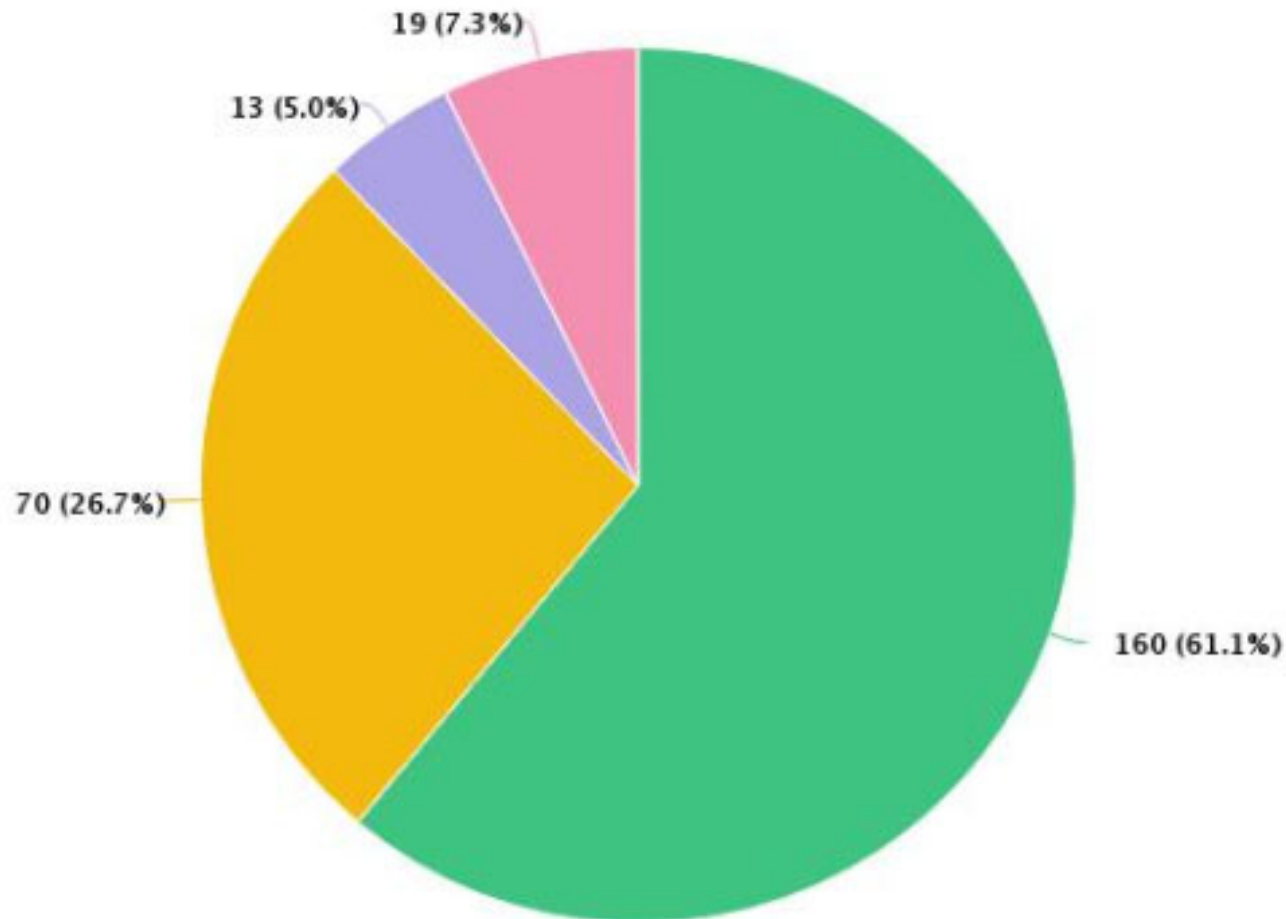
Snow Removal – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service?

Question options

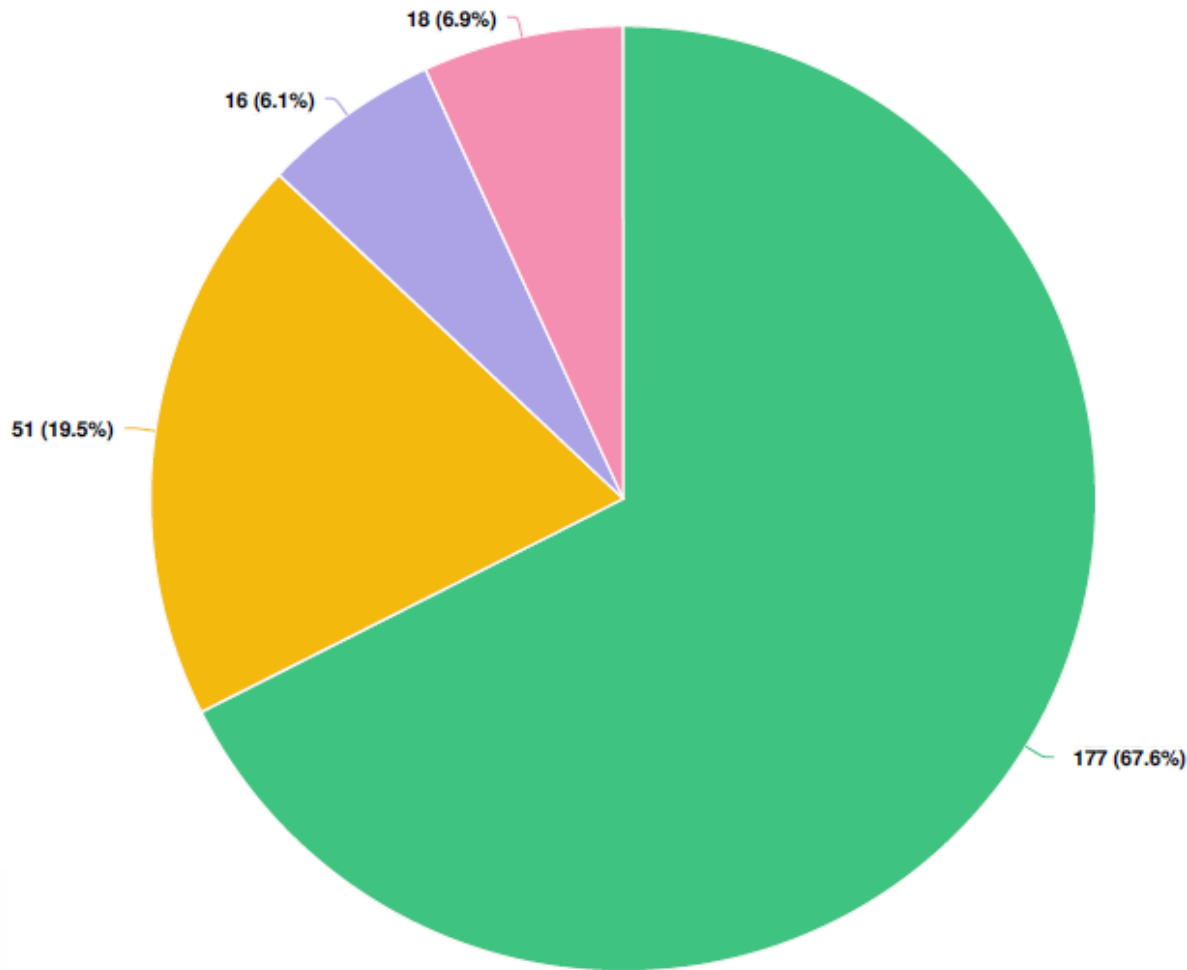
(Click items to hide)

- No change – I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.



Drainage/Storm – Survey Feedback

Based on your satisfaction level, how would you adjust your property tax funding for this service?



Question options

(Click items to hide)

- No change - I am satisfied with our current levels.
- I would be willing to pay a little more (up to 10%) for better service.
- I would be willing to pay a lot more (more than 10%) for better service.
- This service could be reduced and I would still be satisfied.

Public Works

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Urban Connector Grant	1,686,511	189,000	113,150	-75,850	-40.13%
Snow Permits	3,400	7,000	7,000	0	0.00%
Custom Work	30,513	15,000	5,000	-10,000	-66.67%
	<u>1,720,424</u>	<u>211,000</u>	<u>125,150</u>	<u>-85,850</u>	<u>-40.69%</u>
Expenses					
Administration	1,130,790	1,011,097	1,048,761	37,664	3.73%(1)
Street Cleaning	145,746	165,000	168,200	3,200	1.94%
Surfaced Streets & Lanes	2,433,152	1,220,000	1,351,300	131,300	10.76%(2)
Gravelled Streets & Lanes	177,461	196,000	206,000	10,000	5.10%
Drainage & Storm Sewer	124,106	346,600	372,600	26,000	7.50%(3)
Catch Basin Maintenance	67,951	73,800	76,200	2,400	3.25%
Inspections	147,549	238,200	241,000	2,800	1.18%
Ice Control	127,857	115,700	123,700	8,000	6.91%(4)
Snow Removal	957,586	576,900	702,500	125,600	21.77%(4)
Sidewalk & Curb Maintenance	507,650	370,000	371,500	1,500	0.41%
Decorative Lighting	19,591	13,500	13,500	0	0.00%
Traffic Control	37,610	45,800	46,000	200	0.44%
Traffic Lines	61,570	70,000	75,300	5,300	7.57%
Street Sign Maintenance	23,857	22,800	13,000	-9,800	-42.98%(5)
Railway & Watershed Levy	46,254	42,500	42,500	0	0.00%
Custom Work	15,057	10,000	5,000	-5,000	-50.00%
	<u>6,023,789</u>	<u>4,517,897</u>	<u>4,857,061</u>	<u>339,164</u>	<u>7.51%</u>
Net Expenses over Revenue	4,303,365	4,306,897	4,731,911	425,014	9.87%
Transfer to (from) Reserves	0	0	0	0	0%
	<u>4,303,365</u>	<u>4,306,897</u>	<u>4,731,911</u>	<u>425,014</u>	<u>9.87%</u>




Public Works (continued)

	Variations:
(1)	Benefit cost increases (CPP); power/energy increases
(2)	Asphalt price increase (15%)
(3)	Contract to clean ditches (Victoria, Dracup, York – currently only afford one)
(4)	Updated to new 5 year average (higher snowfall)
(5)	Many new street signs from 2022 capital; less maintenance required

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Fees	2,622,756	2,052,750	2,182,750	130,000	6.33%(1)
	<u>2,622,756</u>	<u>2,052,750</u>	<u>2,182,750</u>	<u>130,000</u>	<u>6.33%</u>
Expenses					
Administration	222,307	295,272	308,909	13,637	4.62%
Waste Disposal Grounds	1,229,905	1,077,684	1,133,000	55,316	5.13%(2)
Waste Disposal Gate	75,342	73,512	78,700	5,188	7.06%(2)
	<u>1,527,554</u>	<u>1,446,468</u>	<u>1,520,609</u>	<u>74,141</u>	<u>5.13%</u>
Net Expenses over Revenue	-1,095,201	-606,282	-662,141	-55,859	9.21%
Transfer to Reserves	<u>1,095,201</u>	<u>606,282</u>	<u>662,141</u>	<u>55,859</u>	<u>9.21%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

Variiances:

- | | |
|-----|-----------------------------------------------------------------|
| (1) | Rate increase (Aug 2022); increase in contaminated soil revenue |
| (2) | Increase in landfill contractor fees |

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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Residential Fees	1,042,555	1,034,114	1,106,570	72,456	7.01%(1)
	<u>1,042,555</u>	<u>1,034,114</u>	<u>1,106,570</u>	<u>72,456</u>	<u>7.01%</u>
Expenses					
Residential Pickup	556,077	560,031	602,330	42,298	7.55%(2)
Organics	0	0	35,000	35,000	0.00%(3)
Tipping Fees	393,750	393,750	393,750	0	0.00%
	<u>949,827</u>	<u>953,781</u>	<u>1,031,080</u>	<u>77,298</u>	<u>8.10%</u>
Net Expenses over Revenue	-92,728	-80,333	-75,491	4,842	-6.03%
Transfer to Reserves	<u>92,728</u>	<u>80,333</u>	<u>75,491</u>	<u>-4,842</u>	<u>-6.03%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

Variances:

- | | |
|-----|-------------------------------------------------------------------------|
| (1) | Monthly fee increase to offset OSS contract and organics pilot addition |
| (2) | Increase in OSS contract due to CPI adjustment |
| (3) | Organics pilot project |

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)

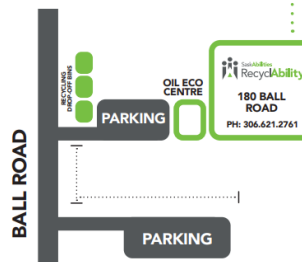


- Public education programs and continuous waste reduction strategies through the Environmental Committee



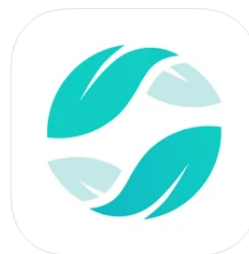
- Programs partially funded through Multi-Material Stewardship Western
- Annual profits kept with the utility for future capital projects with goal to keep levies affordable but sustainable

 **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 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Grants	221,549	191,941	266,481	74,540	38.83%(1)
Recycling Fees	537,076	536,688	536,688	0	0.00%
	<u>758,625</u>	<u>728,629</u>	<u>803,169</u>	<u>74,540</u>	<u>10.23%</u>
Expenses					
Recycling Collection	284,776	365,000	436,000	71,000	19.45%(2)
Recycling Processing	268,407	200,000	236,000	36,000	18.00%(2)
	<u>553,183</u>	<u>565,000</u>	<u>672,000</u>	<u>107,000</u>	<u>18.94%</u>
Net Expenses over Revenue	-205,443	-163,629	-131,169	32,460	-19.84%
Transfer to Reserves	<u>205,443</u>	<u>163,629</u>	<u>131,169</u>	<u>-32,460</u>	<u>-19.84%</u>
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

Variations:

- (1) Increase in annual grant funding (MMSW)
- (2) Program cost increases due to fuel, lower recyclable market values



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)



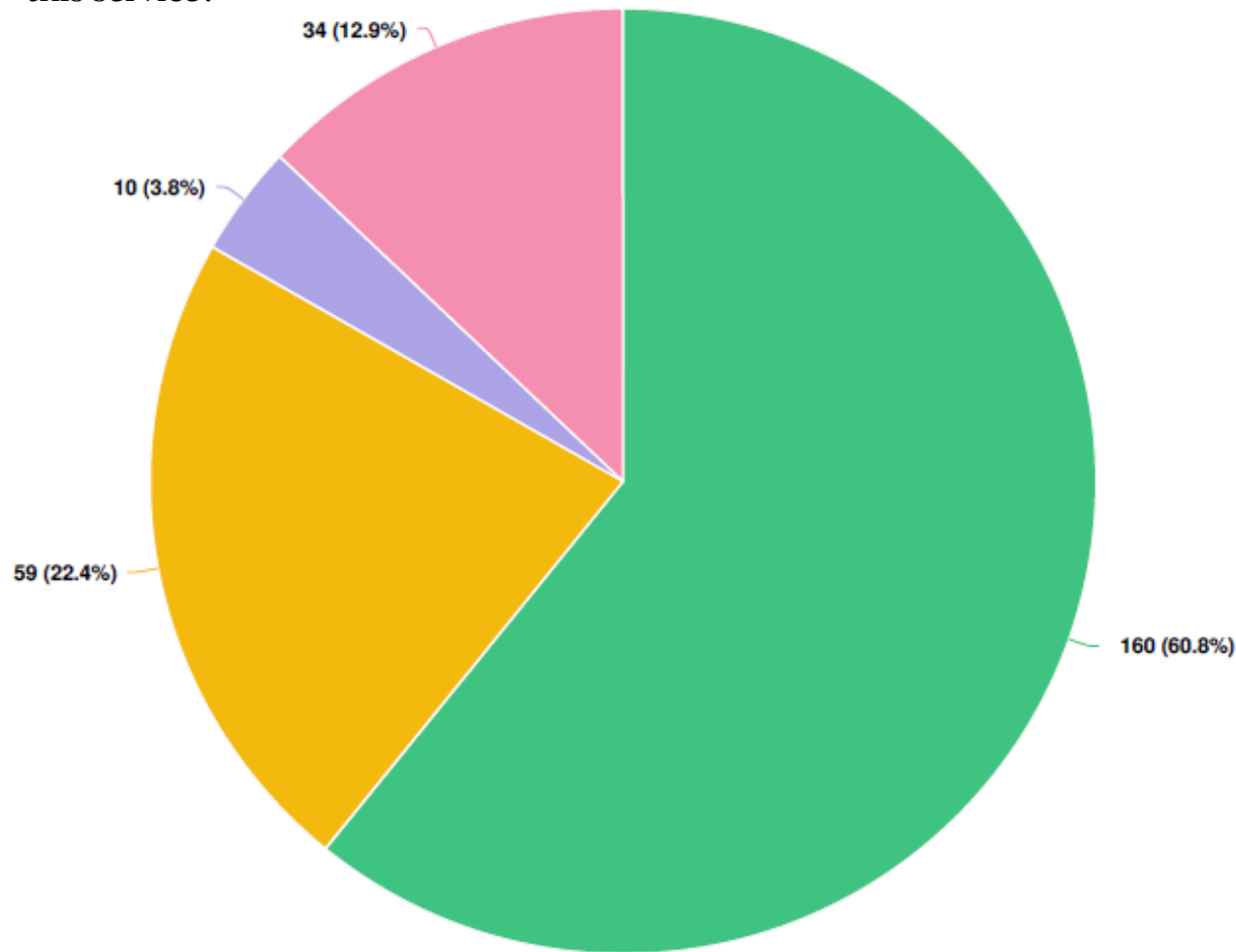
- Annual water and sewer main replacements
- Maintaining and replacing sewer/water customer connections, water meters, and water billing
- Regulatory compliance procedures



- 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

Water/Sewer – Survey Feedback

Based on your satisfaction level, how would you adjust your utility bill for this service?



Question options

(Click items to hide)

- I am satisfied with our current levels (requires a 5% rate increase to maintain service).
- I would be willing to pay a little more (up to 10%) for better service (proactive repairs to reduce instances and duration of service disruptions).
- I would be willing to pay a lot more (up to 15%) for better service (proactive repairs to reduce instances and duration of service disruptions).
- This service could be reduced and I would still be satisfied (increase chances of service disruptions).

Enviro Services – Water/Sewer

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenues					
Sale of Water	9,910,299	9,427,450	9,933,121	505,671	5.36%(1)
Custom Work	462,401	300,000	50,000	-250,000	-83.33%(2)
Sewer Service / Connection Fees	265,780	122,000	122,000	0	0.00%
Yorkville Utility Board Revenue	96,294	90,000	90,000	0	0.00%
	<u>10,734,773</u>	<u>9,939,450</u>	<u>10,195,121</u>	<u>255,671</u>	<u>2.57%</u>
Expenses					
Administration	1,172,169	1,201,493	1,257,952	56,459	4.70%(3)
Water Meters	134,259	228,700	187,810	-40,890	-17.88%(4)
Wells	248,895	300,600	303,100	2,500	0.83%
Aquifer	29,746	31,000	31,000	0	0.00%
Distribution System	185,413	225,000	181,060	-43,940	-19.53%(5)
Water Breaks	989,674	732,000	1,078,500	346,500	47.34%(6)
Hydrants	62,718	59,665	60,175	510	0.85%
Water Main Replacement	1,755,187	712,500	720,000	7,500	1.05%
Sewer Main Replacement	20,390	281,500	284,000	2,500	0.89%
Water Treatment Plant	847,858	969,500	995,480	25,980	2.68%
Water Tower	20,893	18,200	20,500	2,300	12.64%
Sewer Treatment Plant	1,070,111	1,319,200	1,353,820	34,620	2.62%
Sanitary Sewer Maintenance	314,818	280,000	288,400	8,400	3.00%
Connections	334,762	320,000	160,000	-160,000	-50.00%(2)
Interest on Long Term Loans	89,347	46,443	9,464	-36,979	-79.62%(7)
	<u>7,276,241</u>	<u>6,725,801</u>	<u>6,931,261</u>	<u>205,460</u>	<u>3.05%</u>
Net Expenses over Revenue	-3,458,533	-3,213,649	-3,263,860	-50,211	1.56%
Long Term Loan Principal Payments	803,000	836,000	871,000	35,000	4.19%
Transfer to Reserves	2,655,533	2,377,649	2,392,861	15,211	0.64%
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>

Enviro Services – Water/Sewer (continued)

	Variations:
(1)	Increase in rates
(2)	Decrease in call outs for charged services (connections, etc.)
(3)	Additional benefit costs (CPP/EI increase for all staff charged here)
(4)	Meter services due to new AMI system
(5)	Less time to be spent here as break frequency increases
(6)	Huge increase in breaks (staff time and contracted services)
(7)	Final year of loan for Queen Street WTP

Capital Budget – Investing in Infrastructure

- Close the “infrastructure deficit”
- Replace aging infrastructure
- Plan large scale projects (Drainage, York Road, Broadway)

Capital Goals



Council Direction -
Keep adding to the
capital budget, at
least 1% per year

2023 capital budget
with 1% increase =
**\$4,910,000 available
dollars**

Capital Project Highlights (2022)



Deer Park Clubhouse



Smith Street Paving



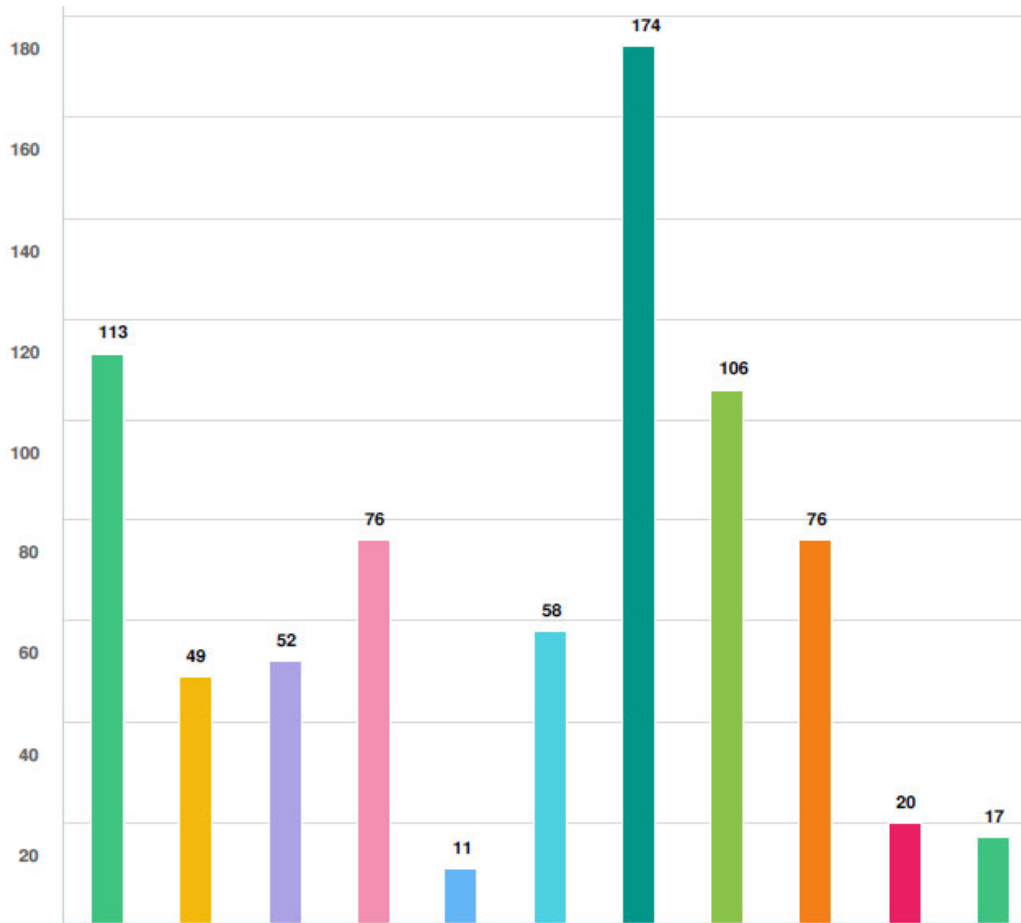
Logan Green Pathway

Capital Budget – Projects

Items to consider:

- Community need vs. wants
- Analysis, investigation, studies
- Scope/complexity/timing
- Alignment with strategic goals/rec master plan/official community plan
- Ongoing funding sources and availability

Pre-Budget Public Survey - Results (Capital)



Question options

- Recreation Facilities (Gallagher, Kinsmen Upgrades, etc.)
- Parks / Greenspaces / Sports Fields
- Pathways
- Outdoor Recreation (play structures, outdoor rinks, spray parks, tennis courts)
- Deer Park Improvements
- Downtown Revitalization
- Road Infrastructure
- Water / Sewer Infrastructure
- Drainage Upgrades / Storm Water Management
- Airport Improvements
- Other (please specify)

Survey asked the public to pick top three spending priorities for capital. Results:

1. Road Infrastructure (66%)
2. Recreation Facilities (43%)
3. Water/Sewer Infrastructure (40%)

264 Responses

Summary

Based on the proposed budget, the City requires raising taxes by **\$1,052,000 (3.93%)**

Breakdown of budget increase:

2.93%	Operations
<u>1.00%</u>	<u>Capital</u>
3.93%	Total Increase

Visit www.yorkton.ca/budget to fill out our budget feedback form!

Attachment #2

**CITY OF YORKTON
BUDGET SUBMISSION ORIGINAL
FOR THE YEAR ENDED DECEMBER 31, 2023**

	Actual 2021	Budget 2022	Budget 2023	\$ Change	% Change
Revenue					
Taxes including GIL	24,620,812	26,642,872	26,642,872	0	0.00%
Tax Growth			171,155	171,155	0.64%
Increase to Taxes			785,000	785,000	2.93%
Increase for Capital			267,000	267,000	1.00%
Total Taxes	24,620,812	26,642,872	27,866,027		
BID Levy	-113,893	-113,000	-113,000	0	0.00%
Interest and Tax Incentives	292,211	349,099	482,075	132,976	38.09%
Surcharges	3,126,034	3,130,000	3,200,000	70,000	2.24%
Municipal Operating Grant	3,266,773	3,109,734	3,287,000	177,266	5.70%
Total Revenue	31,191,937	33,118,705	34,722,102		
Net Departmental Expenses					
General					
Legislative/Council	684,965	779,500	823,352	43,852	5.63%
Corporate Services	3,072,673	3,292,822	3,453,921	161,100	4.89%
Bylaw Control	290,269	268,806	284,220	15,413	5.73%
Total General	4,047,907	4,341,128	4,561,493		
Protective Services					
Fire	2,682,453	2,714,575	2,793,211	78,636	2.90%
RCMP	4,553,048	5,155,196	5,375,393	220,197	4.27%
Total Protective Services	7,235,502	7,869,771	8,168,604		
Recreation & Community Services					
Cemetery	48,000	38,640	36,527	-2,113	-5.47%
Deer Park	209,050	269,430	287,750	18,320	6.80%
Library	599,264	598,775	527,442	-71,333	-11.91%
Leisure Services - Admin & Programs	489,442	542,755	538,360	-4,395	-0.81%
Leisure Services - Facilities	415,126	434,397	431,178	-3,219	-0.74%
Leisure Services - Outdoor & Parks	1,617,768	1,649,778	1,737,519	87,741	5.32%
Transit	387,105	349,020	385,880	36,860	10.56%
Total Recreation & Community Services	3,765,756	3,882,796	3,944,656		
Gallagher Centre					
Gallagher Centre	1,300,933	1,250,558	1,458,880	208,322	16.66%
Waterpark	685,828	672,478	716,510	44,032	6.55%
Total Gallagher Centre	1,986,761	1,923,036	2,175,390		
Engineering & Asset Management					
Engineering & Asset Management	736,239	757,246	777,015	19,770	2.61%
Facilities	172,384	121,007	117,076	-3,931	-3.25%
Fleet	0	0	0	0	0.00%
Traffic Control, Street Lighting & Special Events	614,196	646,135	674,635	28,500	4.41%
Total Engineering & Asset Management	1,522,819	1,524,388	1,568,726		
Planning, Building & Development					
Planning & Building Services	285,621	341,183	359,734	18,551	5.44%
Economic Development	367,980	387,626	405,099	17,473	4.51%
Airport	136,873	164,131	196,666	32,534	19.82%
Total Planning, Building & Development	790,473	892,940	961,499		
Public Works	4,303,365	4,306,897	4,731,911	425,014	9.87%
Environmental Services					
Landfill/Garbage	-0	-0	0	0	0.00%
Residential Garbage	-0	0	0	0	0.00%
Water & Sewer	-0	-0	-0	0	0.00%
Total Environmental Services	-0	-0	-0		
Total Net Departmental Expenses	23,652,583	24,740,954	26,112,278	5.25%	
Capital, Debt & Reserve Expenditures					
Capital					
Capital Expenditures	4,390,000	4,645,000	4,910,000	265,000	5.71%
New Deals Gas Tax Grant	-1,666,424	-980,879	-980,879	0	0.00%
Total Capital	2,723,576	3,664,121	3,929,121		
Debt					
Clubhouse / Arenas	1,151,254	1,151,254	1,151,254	0	0.00%
Dracup	695,636	696,198	696,198	0	0.00%
Fire Hall	638,465	648,789	648,789	0	0.00%
City Operations Center	1,476,523	1,476,523	1,476,523		
Total Debt	3,961,879	3,972,764	3,972,764		
Reserve Allocation	705,000	705,000	705,000	0	0.00%
Total Capital, Debt & Reserve Expenditures	7,390,455	8,341,885	8,606,885		
NET OPERATING & CAPITAL BUDGET	148,899	4,422	2,939		

2023 & 2024 City of Yorkton Capital Budget

2023 Capital Budget Projects (Rolled Over)

		2023 Tax Dollars towards Capital Budget					4,910,000
Dept	Project Description	Total Cost	From Reserves	Grants/ Donations	Trade-in/Loans/ Other/Land Fund	Capital Budget	
Council	Yorkton Brick Mill - Project Cost Sharing	\$ 270,000	\$ (270,000)			0	
Deer Park	Irrigation & Drainage	\$ 109,300	\$ (109,300)			0	
Deer Park	Clubhouse - Building, Water/Sewer, Contents	\$ 5,040,000			\$ (5,040,000)	0	
Deer Park	Equipment Purchases - mowers	\$ 200,000	\$ (200,000)			0	
Engineering	Pedestrian Crossing at West Broadway Tim Horton's	\$ 52,000	\$ (52,000)			0	
Engineering	Faded Signs Replacement - various	\$ 66,000	\$ (66,000)			0	
Engineering	COC - Stockpile Site - Scale Installation	\$ 115,000	\$ (115,000)			0	
Engineering	Safe Play Zone Review - Signage and Radar Signs	\$ 78,500	\$ (78,500)			0	
	Sask Abilities Recycling Centre Improvements - Community Recycling/Compost Drop						
Enviro Services	Off Site	\$ 50,000	\$ (50,000)			0	
Finance/IT	Storage Area Network (SAN) Upgrades	\$ 65,000	\$ (65,000)			0	
Fire	Equipment - Jaws of Life / SCBA Bottles	\$ 47,000	\$ (47,000)			0	
Fire	Urban Interface (Pumper) Vehicle Replacement	\$ 500,000	\$ (500,000)			0	
Gallagher Centre	Fire Protection Upgrades	\$ 11,400	\$ (11,400)			0	
Gallagher Centre	Waterpark Dehumidification	\$ 572,300	\$ (572,300)			0	
Gallagher Centre	Flat Roof Replacement/Repairs	\$ 225,000	\$ (225,000)			0	
Gallagher Centre	Waterpark Ladies Changeroom	\$ 20,000	\$ (20,000)			0	
Gallagher Centre	Arena Ice Plant Upgrades	\$ 967,000	\$ (5,000)		\$ (962,000)	0	
Landfill	Master Plan Landfill	\$ 161,400	\$ (161,400)			0	
Landfill	Power/Electrical Upgrade for Soil Conditioning Pad	\$ 67,900	\$ (67,900)			0	
Public Works	Residential Reconstruction - Engineering Investigation and Design (Weinmaster)	\$ 150,000	\$ (150,000)			0	
Public Works	Smith Street Improvements: Design - Myrtle to 7th Ave	\$ 150,000	\$ (150,000)			0	
Public Works	Gladstone Avenue Improvements: Design - Bradbrooke to Smith Street	\$ 150,000	\$ (150,000)			0	
RCS	Lions Ball Diamond Electrical and Backstop Improvements	\$ 23,900	\$ (23,900)			0	
RCS	Columbia Park Development - Outdoor Basketball Courts ***DEFERRED JAN 30/23	\$ 100,000	\$ (100,000)			0	
RCS	Library Sewer Line Replacement	\$ 30,000	\$ (30,000)			0	
RCS	HVAC Rooftop Replacement Program (Godfrey Dean)	\$ 15,000	\$ (15,000)			0	
RCS	Waterloo Park Pathway	\$ 100,000	\$ (100,000)			0	
RCS	Godfrey Dean/Gloria Hayden/Library - Roof repairs	\$ 45,400	\$ (45,400)			0	
RCS	Development of Community Culture Plan	\$ 40,000	\$ (20,000)	\$ (20,000)		0	
Waste Water	WPCP Down Stream Study/Master Plan	\$ 88,400	\$ (88,400)			0	
Water Works	Aquifers	\$ 44,000	\$ (44,000)			0	
Water Works	Water Well Improvements #9 & #13 <i>Estimated Project Total = \$900,000</i>	\$ 592,500	\$ (592,500)			0	
Water Works	Water Pollution Control Plant Expansion - Pre-design (Phase 2/5)	\$ 300,000	\$ (300,000)			0	
Water Works	Water Pollution Control Plant Expansion - Preliminary Design (Phase 3/5)	\$ 1,200,000	\$ (1,200,000)			0	
Water Works	Boiler Replacement at Water Treatment Plant	\$ 125,000	\$ (125,000)			0	
Water Works	New Water Well Buildings (#13 and #9) and Back-up Generator Improvements	\$ 569,000	\$ (569,000)			0	
Total Rollovers		\$ 12,341,000	\$ (6,319,000)	\$ (20,000)	\$ (6,002,000)	0	

2023 Capital Budget Projects (Approved in 2022)

Dept	Project Description	Total Cost	From Reserves	Grants/ Donations	Trade-in/Loans/ Other/Land Fund	2023 Capital Budget
Airport	Airport Runway (Internal Loan Re-payment) <i>Balance Remaining = \$245,093.81</i>	\$ 250,000				\$ 250,000
Airport	Allocation for New Terminal Building	\$ 268,000				\$ 268,000
Deer Park	Parking Lot Cart Compound	\$ 15,000				\$ 15,000
Deer Park	Course Drainage	\$ 50,000				\$ 50,000
Deer Park	Fleet Storage & Maintenance Building - Trailer Installation	\$ 50,000				\$ 50,000
Deer Park	Irrigation	\$ 100,000				\$ 100,000
Deer Park	Topdressing & Soil Storage	\$ 15,000				\$ 15,000
Engineering	Fiber Optic Cable Installation (Hwy 10/Mayhew, Hwy 10/Kelsey, Hwy 9/Hamilton)	\$ 107,000	\$ (54,000)			\$ 53,000
Gallagher Centre	Fencing & Gate Upgrades	\$ 50,000	\$ (50,000)			\$ -
Gallagher Centre	Flexihall Sound System Upgrades	\$ 50,000				\$ 50,000
Gallagher Centre	Westland Arena Hot Water Heaters	\$ 55,000				\$ 55,000
Gallagher Centre	Lighting Upgrade - Ag Pavillion & Flexihall	\$ 170,000				\$ 170,000
Gallagher Centre	North Fire Lane Paving	\$ 50,000				\$ 50,000
Gallagher Centre	Waterpark Hot Water Storage Tanks	\$ 19,000				\$ 19,000
Gallagher Centre	Ride-on Floor Scrubber	\$ 25,000	\$ (25,000)			\$ -
Gallagher Centre	Rooftop Replacement Program	\$ 50,000				\$ 50,000
Gallagher Centre	Wavepool Underwater Lighting Upgrade	\$ 35,000	\$ (35,000)			\$ -
Public Works	Annual Road Allocation (Darlington / Mayhew / York)	\$ 2,000,000				\$ 2,000,000
Public Works	Annual Drainage Allocation (York Rd)	\$ 500,000				\$ 500,000
Public Works	Weinmaster Reconstruction Master Plan (Design)	\$ 75,000				\$ 75,000
RCS	BMX Park - 2nd Basketball Court ***DEFERRED - JAN 30/23	\$ 90,000				\$ 90,000
RCS	New Basketball/Pump Bike Park Parking Lot ***DEFERRED - JAN 30/23	\$ 175,000				\$ 175,000
RCS	BMX Park - Pump Bike Park behind Columbia School ***DEFERRED - JAN 30/23	\$ 425,000				\$ 425,000
RCS	BMX Park - Flood Mitigation - Reallocation of Drainage Funding from Engineering ***DEFERRED - JAN 30/23	\$ 300,000				\$ 300,000
RCS	Cemetery - Chemical Storage Shed	\$ 21,000	\$ (21,000)			\$ -
RCS	Weinmaster Park - Washroom & Warm-up Shelter	\$ 75,000	\$ (75,000)			\$ -
RCS	Godfrey Dean - Exterior Revitalization	\$ 160,000		\$ (80,000)		\$ 80,000
RCS	Godfrey Dean - Flooring Replacement	\$ 25,000	\$ (25,000)			\$ -
RCS	Godfrey Dean - Kitchenette Upgrade	\$ 20,000	\$ (20,000)			\$ -
RCS	Kinsmen Arena Ice Systems Upgrades	\$ 2,775,000			\$ (2,775,000)	\$ -
RCS	Outdoor Recreation (Football) - Investigation/Study	\$ 30,000				\$ 30,000
RCS	Indoor Rec Facility - Investigation/Study	\$ 40,000				\$ 40,000
Water Works	Water Tower Repairs - inspection, recoating, underground piping	\$ 3,335,000	\$ (3,335,000)			\$ -
Total Pre-approved 2023		\$ 11,405,000	\$ (3,640,000)	\$ (80,000)	\$ (2,775,000)	\$ 4,910,000

2023 Capital Budget Projects (Additional - Fully Funded)

Dept	Project Description	Total Cost	From Reserves	Grants/ Donations	Trade-in/Loans/ Other/Land Fund	Capital Budget
Cemetery	Mower Replacement	\$ 15,000	\$ (15,000)			\$ -
Bylaw	E-ticketing Software	\$ 14,000	\$ (14,000)			\$ -
Deer Park	Equipment Replacements (Utility Vehicle, Sprayer, Fairway Aerator)	\$ 60,000	\$ (60,000)			\$ -
Engineering	City Hall Maintenance - sinks, Canada Post flooring, parkade windows, AC unit	\$ 50,000	\$ (50,000)			\$ -
Engineering	Fleet Equipment Purchases (Excavator, Tandem Gravel Trucks, Compact Track Loaders)	\$ 1,101,463	\$ (1,061,463)		\$ (40,000)	\$ -
Engineering	Timber Bridges - Follow Up Inspection	\$ 6,500	\$ (6,500)			\$ -
Engineering	Hwy 9 Intersections Signalization (King St. & National Street) (Revised Cost Estimate)	\$ 2,860,000			\$ (2,860,000)	\$ -
Engineering	City Hall - Design Upgrades	\$ 10,000	\$ (10,000)			\$ -
Engineering	York Road Reconstruction <i>Estimated Project Total = \$17,000,000</i>	\$ 16,422,900	\$ (1,558,800)	\$ (3,234,200)	\$ (11,629,900)	\$ -
HR	Human Resources Information System - Software	\$ 20,000	\$ (20,000)			\$ -
Landfill	Landfill Leachate Disposal Line	\$ 565,000	\$ (565,000)			\$ -
Water Works	Well #10 - Underground and Mechanical	\$ 223,500	\$ (223,500)			\$ -
Water Works	Well Rehabilitation and Decommissioning (Old Wells #9, 10, 13)	\$ 420,000	\$ (420,000)			\$ -

2023 Capital Budget Projects (Additional - Capital Required)

Dept	Project Description	Total Cost	From Reserves	Grants/ Donations	Trade-in/Loans/ Other/Land Fund	Capital Budget
Airport	Terminal Building Replacement	\$ 850,000	\$ (850,000)			\$ -
Total Additions to 2023		\$ 22,618,363	\$ (4,854,263)	\$ (3,234,200)	\$ (14,529,900)	\$ -
Total 2023 Capital Budget		\$ 34,023,363	\$ (8,494,263)	\$ (3,314,200)	\$ (17,304,900)	\$ 4,910,000

2024 Capital Budget Projects (Proposed)

Dept	Project Description	Total Cost	From Reserves	Grants/ Donations	Trade-in/Loans/ Other/Land Fund	2023 Capital Budget	2024 Capital Budget
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)		\$ (10,000)		\$ -
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 (Gladstone & King; Gladstone & Independent) - Safety	\$ 137,000					\$ 137,000
Engineering	UHCP - Highway 10 East Upgrades (Mayhew to Husky Road)	\$ 1,534,150		\$ (1,073,905)			\$ 460,245
Gallagher Centre	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)				\$ -
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)				\$ -
Total 2024 Capital Budget		\$ 13,236,720	\$ (6,964,570)	\$ (1,073,905)	\$ (10,000)	\$ -	\$ 5,188,245

Total of projects above requiring capital funding	2023 4,910,000	2024 5,188,245
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Your Yorkton Tax Dollar at Work

