



# 2018 Our Yellowknife Budget



Programs • Services • Capital Improvement Plan





## CITY OF YELLOWKNIFE

### **THE CITY OF YELLOWKNIFE, NORTHWEST TERRITORIES** 2018 Budget Update—Programs, Services and Capital Improvement Plan

#### **COMMUNITY VISION**

A welcoming, inclusive, vibrant and family-oriented City with a strong sense of community pride. We will strive to be self sufficient while actively promoting economic development and tourism and protecting our unique history, culture and natural beauty.

#### **COUNCIL MISSION**

Council will provide leadership, vision and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs and services that are fiscally responsible and sustainable.

#### **CORPORATE VISION**

To be an inclusive and well managed community.

# CITY COUNCIL



**City Council, left to right:**

Adrian Bell, Steve Payne, Niels Konge, Linda Bussey, Mayor Mark Heyck, Rebecca Alty, Julian Morse, Shauna Morgan, Rommel Silverio

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## **CITY ADMINISTRATION**

**City Administrator:**

**Director of Corporate Services:**

**Director of Policy, Communications & Economic Development:**

**Director of Public Works & Engineering:**

**Director of Community Services:**

**Director of Public Safety:**

**Director of Planning & Development:**

Sheila Bassi-Kellet

Sharolynn Woodward

Kerry Penney

Dennis Kefalas

Grant White

Dennis Marchiori

Nalini Naidoo

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**City Auditors:**

Crowe MacKay LLP

**City Bankers:**

TD Canada Trust

**City Solicitors:**

McLennan Ross LLP



CITY OF YELLOWKNIFE



Photo by: Gary Maund



Photo by: Allin Kayley

THE CITY OF YELLOWKNIFE



## CITY OF YELLOWKNIFE

### **PREPARED BY THE CITY OF YELLOWKNIFE**

4807 52 Street  
Yellowknife, NT X1A 2N4  
Canada  
(867) 920-5600

[www.yellowknife.ca](http://www.yellowknife.ca)

### **FOR MORE INFORMATION EMAIL:**

[Budget@yellowknife.ca](mailto:Budget@yellowknife.ca)



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Welcome to the City of Yellowknife's Budget 2018.

Located on Chief Drygeese traditional territory of the Yellowknives Dene First Nation, Yellowknife is a lively, welcoming, bright and inclusive Northern city centre that serves its residents and welcomes the world. The City commemorated its 50th anniversary as capital of the Northwest Territories in 2017, and our brand that "We are your Capital" reflects our strong connections to all Northwest Territories residents. The City of Yellowknife works hard to represent the best interests of our 21,000 residents and the most tangible way we do this is through the development of the City's annual budget.

### **A Balancing Act...**

Budgeting is a balancing act between what the City and our residents would like to do and what we can afford to do. Since the two are often not the same, budgeting also requires us to set priorities: it takes into account immediate needs, mid-range objectives, and long-term goals; changing economic conditions; and affordability for our residents. The City budget is our Financial Plan - not only for the year ahead, but for the longer term and beyond. The decisions made as part of Budget 2018 determine the size and scope of the programs and services Yellowknife residents depend on for their quality of life, now and in the future.

Budget 2018 is the culmination of a great deal of work done by Administration, under Council's broad direction, to develop a realistic plan that ensures services are provided, infrastructure is maintained, and citizen expectations are met. All of this is done within the context of a fiscally responsible framework that makes

the best possible use of tax dollars, government transfers, and all available funding, and which incorporates citizen input and feedback.

In developing Budget 2018, City Administration considered program and infrastructure needs, looked for new and creative ways to accomplish service delivery, and made some difficult decisions to defer expenditures. It seeks to reconcile short term needs with long term interests, as well as available funding with program, service and infrastructure demand. Yellowknife is an amazing community to live in, but everyone recognizes that it can be an expensive place too. So budget decisions have taken this into consideration to ensure that taxes and fees remain as low as possible, while still enabling the City to provide services and maintain essential infrastructure.

### **Budget Pressures...**

This year's challenges included upwards pressures on expenditures from inflation, coupled with the serious need to continue addressing aging infrastructure. As well, we recognise, from our 2017 Citizen Survey and other feedback, that the City faces growing citizen expectations to address social issues in our community. All of these pressures for additional investment coexist with concerns about Yellowknife's cost of living.

### **The City is Underfunded by \$11Million...**

A key issue impacting the City's budget development is the fact that NWT community governments are underfunded by the Government of the Northwest Territories (GNWT) to the tune of \$40 million annually. Of this \$40 million shortfall, which the GNWT identified and acknowledges, the City of Yellowknife is underfunded \$11

## BUDGET MESSAGE

million each year. This has a huge impact on our ability to deliver services and infrastructure. The City continues to pressure the GNWT to consider its fiscal allocations to better support strong communities and a diversified economy, as well as develop a plan in writing to close the funding gap.

### **Working to Enhance Quality of Life...**

This draft Budget document lays out how the City proposes to collect and spend money to provide the best possible services we can for our residents. Some of the highlights of this proposed plan include:

- Investing in the Homelessness Employment Program
- Developing a Yellowknife Anti-Poverty Strategy
- Undertaking a Food Security/Agricultural Strategy
- Funding Yellowknife Street Outreach Services
- Hiring a Revenue Specialist to proactively search out funding
- Undertaking a Post-Secondary/University Feasibility Study
- Increasing Roads and Sidewalks Maintenance
- Finalizing the Destination Marketing Organization
- Developing a Strategy for Retail Revitalization
- Building a Playground in Lakeview Heights
- Developing a Bike Park
- Enhancing City Trails
- Conducting an RV Park Feasibility Study
- Continuing Development of the Tommy Forrest Park
- Beginning consultations for a new Aquatic Centre
- Developing the School Draw Parking Lot
- Beginning the General Plan Review

- Updating the Fire Hall
- Upgrading Intersections and Traffic Lights
- Advancing the Paving Program
- Installing a Weigh-Out Station at the Solid Waste Facility
- Continuing our proactive replacement of Water and Sewer Infrastructure
- Upgrading the SCADA Infrastructure

Thank you to all the residents, organizations and partners who have contributed ideas and made recommendations for Budget 2018.



The City of Yellowknife (City) Budget lays out where, how, and through which funds, the City's money will be spent. It provides the goals and objectives of each Department, Division and Program.

It provides financial information going back one year, the budget and forecast for the current year and the recommended budget for next three years. A first draft of the annual budget is made three years beforehand. Over the next two years, this draft changes as cost estimates and other planned projects, programs or services are revised, cancelled or expanded.

Understandably, there are many different ideas about the best way to meet the needs of Yellowknife residents and businesses through programs, services and long-term investments in infrastructure. Every year, starting in mid-May, the draft budget for the following year is discussed and eventually changed to reflect comments provided by Council and the public. After further discussion and revision, it is approved by Council in mid-December. Council approves a budget for all funds which are consolidated into an annual municipal budget. Council, by resolution, must adopt an annual budget before a fiscal year begins.

This budget document discusses the seven Funds that the City operates:

- **Water and Sewer Fund:** This fund is used for everything related to the supply, processing, and distribution of potable water, as well as the collection, treatment and disposal of sewage. These costs are recovered through charges to service users.
- **Solid Waste Management Fund:** This fund is used for collection, processing and recycling, including the operation of the landfill and baling facility. These costs are recovered through user fees.
- **Land Development Fund:** This fund is used for acquiring, developing and disposing of municipal lands. Including planning and design, land appraisal and surveying, engineering and

constructing infrastructure, and sale of lands, as well as utility infrastructure on public right-of-way in new development areas and subdivisions until it is accepted by the City.

- **Service Connection Failure Assistance Fund:** This fund is used for the repair and maintenance of water supply and sewage lines from City mains to customer buildings.
- **General Fund:** This is used for activities not accounted for in other funds. These costs are recovered through municipal property taxes, user fees and grants from other levels of government. Each of the other funds pays an administration fee to this fund to pay for costs such as the billing and collection of revenues.
- **Capital Fund:** This fund accounts for capital projects related to the delivery of services and programs in all Operating Funds such as amenities and infrastructure like parks arenas, sidewalks and underground piping.
- **Reserve Fund:** This is a fund of money set aside that is either not needed for the coming year and is earmarked for a specific future use. Examples are the Samuel Colley Donation Reserve that provides for the Yellowknife Public Library, as well as the Heritage Reserve.

### The City of Yellowknife Organizational Structure

The City of Yellowknife is organized into **Departments and Divisions**. There are seven **Departments**: Administration, Community Services, Corporate Services, Policy, Communications & Economic Development, Public Safety, Planning and Development, and Public Works and Engineering.

These Departments are then subdivided into **Divisions**, according to the work that they do. An example is the Building Inspections Division within the Department of Planning and Development.

## READER'S GUIDE

The Divisions are sometimes further subdivided into **Programs**. A Program is a specific public service within a Division and aims to accomplish a specific service or regulatory program. Programs can then be further divided into **activities**, which is an effort of the Department to achieve a set of program objectives. For example, Capital Planning Activities is a program managed by the Department of Public Works and Engineering.

City Council establishes civic **policies** that determine levels of services. A policy is a plan or guiding principle that sets parameters for decisions and actions. Every Council, at the beginning of its three-year term, also sets goals, objectives and priorities.

Administration establishes operations and maintenance services and capital projects based on this and sets **goals** and **objectives**. Goals are long-term targets, while objectives are specific and measurable results of activities that bring the City closer to its goals.

In creating this document, the following assumptions were used:

- Projected population figures are based on the GNWT's Bureau of Statistics population projections.
- Property tax revenue is calculated using management's best estimation of construction during these periods.
- Expenditures are based on managements' current estimate of the costs of providing the same level of services, using a series of indices.

### Definitions

**Accrual Basis Accounting:** Revenues and expenses are accounted for at the time they are incurred (instead of when cash is spent or received)

**Assessed Valuation:** A value placed on property (land and building) used to calculate property taxes

**Budget:** A document which plans how much money will be needed to provide programs and services and how the City will spend money over the next three years

**Capital Lease:** A lease that transfers both the benefits and risks of ownership of property to the lessee. The lessee should account for a capital lease as an asset and an obligation (debt)

**Consumer Price Index (CPI):** A statistical description of price levels provided by Statistics Canada used as a measure of the increase in the cost of living (i.e. economic inflation)

**Debt Service:** Money paid to reduce a financial obligation entered into by the City

**Deficit:** Expenses (money out) are greater than revenue (money in) over the budgeted period

**Environmental Service:** All activities related to solid waste management, mosquito abatement and related activities

**Evergreen Policy:** A policy under which 25% of the City's computer workstations are replaced each year

**Expenditure:** Money spent by the City on a particular project, program or service

**Fiscal Policy:** A set of principles for the planning and programming of government budgets and their funding, related to revenues, spending and debt management

**Fiscal Year:** The 12 months which the year's budget covers. In the City's case, this is the calendar year from January 1 to December 31



**Formula Funding:** Money transferred to the City by the territorial government, according to a specific formula

**Full-time Equivalent Position (FTE):** A part-time position converted to the equivalent of a full-time position. For example, a casual secretary who works three weeks full-time would be equivalent to 0.06 of a full-time position

**Function:** A group of related activities aimed at accomplishing a major service or regulatory program (e.g. public safety)

**Gas Tax Refund Program:** A federal program, administered through the GNWT, which provides a partial rebate on gasoline taxes to communities for environmentally friendly programs

**Generally Accepted Accounting Practices (GAAP):** The uniform minimum standards for financial accounting and recording

**GNWT:** Government of the Northwest Territories (GNWT)- It is our territorial government which governs our city through legislative acts and regulations.

**GFOA:** Government Finance Officers Association of the United States and Canada

**Infrastructure:** Roads, buildings, water and sewer systems and parks are all counted as infrastructure for the City of Yellowknife

**Levy:** Taxes that support government activities

**Mill Rate:** This is the method through which property taxes are calculated. All commercial and residential properties are assigned a mill rate, which is then multiplied by the Assessed Valuation (see definition) to determine the amount of property tax paid

**Object of Expenditure:** A classification that details a cost (e.g. office, labour, and operations and maintenance)

**O&M:** Operating and Maintenance

**Program:** A series of activities which deliver something to residents that the City is responsible for, such as various recreational programs, maintenance of roads and sidewalks or providing public safety

**Services:** Paid for through taxes, such as property taxes and user fees (e.g. water, wastewater, solid waste management, recreation, fire protection)

**Tangible Capital Expenditure:** Costs that have all of the following qualities:

- exceed \$50 000
- are useful and functional for more than three years
- can be permanently identified as a unit of property
- a permanent addition to the value of City assets
- isn't repair or maintenance
- isn't likely to be lost

Examples include the planning, acquisition and installation of items such as land, buildings, and equipment

**User Charges:** Payment of a fee by the user of a specific service provided by the City, such as water and sewer services or access to recreational facilities

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CITY OF YELLOWKNIFE

# COUNCIL'S GOALS & OBJECTIVES

2018 - 2020

## GOALS

1. Better Engagement with Stakeholders
2. Downtown Revitalization
3. Strengthen and Diversify the Economy
4. Community Sustainability
5. Stronger Internal Working Relationships and Accountability

1

**Better Engagement with Stakeholders**, including public engagements that follow a process based on structured decision-making, and establishing a Council Communications Protocol (email, etc.).

2

**Downtown Revitalization**, including presentation of 50th Street revitalization concepts, providing direction on the long and short term plan for public lands on 50th Street, development of a critical path document and updating this strategic plan annually.

3

**Strengthen and Diversify the Economy**, including a review of the Business Licence By-law, a review of procurement policies and procedures, undertaking business incubation, positioning Yellowknife as a knowledge center, lobbying the GNWT for a Hotel Levy, and discussions with the GNWT regarding airport improvements to allow for international travel.

4

**Community Sustainability**, including investigating strategies to incorporate non-market housing in densification strategies, lobbying for changes to GNWT legislation for LIC implementations, implementation and support for the Community Energy Plan, lobbying for Utility Credits and legislative or policy changes to support Net Metering, completing a new waste audit/strategy, and developing an agricultural strategy.

5

**Stronger Internal Working Relationships and Accountability**, including building upon the Governance Review and holding a facilitated workshop with Council and Administration to establish a common vision of leadership/management within the organization and clarifying decision-making roles and information sharing, establishing facilitated collaborative processes involving Council and Administration to address department-specific challenges, establishing and implementing follow-up processes with timelines in order to address recommendations from Operational Reviews, and implementing an annual staff survey.

## OBJECTIVES

## COUNCIL'S GOALS

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## BUDGET SUMMARY

Summary - All Funds	2016	2017	2017	2018	2019	2020
	Actual	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Revenue</b>						
Taxation	26,085	27,006	27,034	<b>27,828</b>	30,608	31,109
Government Grants	16,362	26,342	27,255	<b>23,040</b>	17,697	23,466
User Charges	23,625	23,203	22,850	<b>24,169</b>	24,973	25,796
Land Sales	7,602	4,899	2,273	<b>2,792</b>	3,600	3,926
Investment Income	219	60	224	<b>150</b>	150	150
<b>Total Revenue</b>	<b>73,893</b>	<b>81,510</b>	<b>79,636</b>	<b>77,979</b>	<b>77,028</b>	<b>84,447</b>
<b>Expenditures (by Division)</b>						
General Government	11,593	12,879	13,028	<b>13,494</b>	13,604	13,468
Community Services	8,964	10,310	11,117	<b>11,143</b>	17,895	33,365
Public Safety	7,282	7,952	7,636	<b>8,314</b>	8,732	8,985
Planning & Development	1,812	1,864	1,978	<b>2,028</b>	4,211	4,245
Public Works	11,679	14,702	17,395	<b>13,651</b>	14,242	13,128
Solid Waste Fund	6,400	3,544	4,104	<b>3,632</b>	3,234	3,326
Water & Sewer Fund	11,712	23,296	24,132	<b>20,973</b>	13,517	33,902
Land Fund	4,109	4,871	4,389	<b>2,087</b>	3,811	4,119
Service Connection Failure Assistance Fund	660	1,240	1,240	<b>1,242</b>	1,248	1,254
Amortization	12,672	13,010	13,302	<b>14,317</b>	14,940	15,250
<b>Total Expenditures</b>	<b>76,883</b>	<b>93,667</b>	<b>98,321</b>	<b>90,881</b>	<b>95,434</b>	<b>131,042</b>
<b>Net Revenue (Expenditures)</b>	<b>(2,990)</b>	<b>(12,157)</b>	<b>(18,685)</b>	<b>(12,902)</b>	<b>(18,406)</b>	<b>(46,595)</b>
Debture Proceeds	-	-	-	-	12,000	42,000
Debt Principal Repayments	(1,460)	(1,507)	(1,507)	<b>(1,556)</b>	(1,900)	(3,594)
Change in Fund Balance						
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(4,450)	(13,664)	(20,192)	<b>(14,458)</b>	(8,306)	(8,189)
Reallocation of Expenses Related to Investment in Tangible Capital Assets	12,909	13,010	13,302	<b>14,317</b>	14,940	15,250
<b>Change in Fund Balance</b>	<b>8,459</b>	<b>(654)</b>	<b>(6,890)</b>	<b>(141)</b>	<b>6,634</b>	<b>7,061</b>
Opening Balance	<b>3,359</b>	<b>6,914</b>	<b>11,818</b>	<b>4,928</b>	<b>4,787</b>	<b>11,421</b>
<b>Closing Balance</b>	<b>11,818</b>	<b>6,260</b>	<b>4,928</b>	<b>4,787</b>	<b>11,421</b>	<b>18,482</b>

## BUDGET SUMMARY

Summary Budget by Object	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Expenditures (by Object)</b>						
Operations & Maintenance	18,409	21,211	21,460	<b>21,728</b>	21,733	22,111
Capital	15,657	27,362	32,615	<b>24,319</b>	25,115	58,100
Grants	595	648	648	<b>652</b>	655	659
Interest on Long-term Debt	660	615	615	<b>565</b>	678	1,603
Wages & Benefits	24,411	25,651	24,992	<b>26,963</b>	28,252	28,951
Land	4,109	4,871	4,389	<b>2,087</b>	3,811	4,119
Valuation Allowance	133	300	300	<b>250</b>	250	250
Amortization	12,909	13,010	13,302	<b>14,317</b>	14,940	15,250
<b>Total Expenditures</b>	<b>76,883</b>	<b>93,667</b>	<b>98,321</b>	<b>90,881</b>	<b>95,434</b>	<b>131,042</b>



## BUDGET SUMMARY

Summary - Fund Balances	2016	2017	2017	2018	2019	2020
	Actual	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Operating Fund Balances</b>						
General Fund	5,316	5,298	5,334	<b>5,348</b>	5,377	5,410
Land Development Fund	4,453	2,732	1,843	<b>616</b>	(521)	(1,741)
Solid Waste Management Fund	(16,377)	(16,202)	(16,160)	<b>(16,048)</b>	(15,916)	(15,761)
Water & Sewer Fund	(790)	(973)	(437)	<b>(18)</b>	337	597
Service Connection Failure Assistance Fund	666	203	666	<b>666</b>	666	666
<b>Total Fund Balances</b>	<b>(6,732)</b>	<b>(8,942)</b>	<b>(8,754)</b>	<b>(9,436)</b>	<b>(10,057)</b>	<b>(10,829)</b>
Capital Fund Balance	8,621	6,044	5,734	<b>5,056</b>	12,493	23,295
<b>Reserve Balances</b>						
Downtown Development Reserve	592	656	671	<b>666</b>	836	1,006
Information Technology Reserve	855	852	884	<b>1,012</b>	867	966
Mobile Equipment Reserve	3,020	444	438	<b>651</b>	764	868
Major Community Facility Reserve	2,891	2,932	2,961	<b>3,041</b>	3,121	81
Heritage Committee Reserve	139	144	139	<b>84</b>	84	84
Samuel Colley Library Donation	214	212	216	<b>216</b>	216	216
Twin Pine Hill Trail Reserve	266	260	6	<b>6</b>	6	6
Revitalization Initiative Reserve	1,952	3,658	2,634	<b>3,492</b>	3,092	2,790
Community Grant Reserve	0	0	2	<b>2</b>	2	2
<b>Total Reserve Balances</b>	<b>9,929</b>	<b>9,158</b>	<b>7,951</b>	<b>9,170</b>	<b>8,988</b>	<b>6,019</b>
<b>Total Fund Balances</b>	<b>11,818</b>	<b>6,260</b>	<b>4,928</b>	<b>4,787</b>	<b>11,421</b>	<b>18,482</b>

# BUDGET SUMMARY

Schedule of Grants & Donations	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Notes
<b>Government of Canada Grants</b>							
Payments in Lieu of Municipal Services	-	75	75	75	75	75	
Gas Tax Agreement	5,273	5,272	5,272	5,511	5,511	5,511	
Clean Water & Wastewater Fund & Public Transportation Infrastructure Fund	-	9,807	9,769	6,132	319	-	
YK Smart Community Grant (CanNor)	10	430	430	150	-	-	
Building Canada Fund	-	-	-	11	1,013	7,126	
Giant Mine Air Quality Monitoring Station (DIAND)	12	-	-	-	-	-	
New Year's Eve Celebration (Canada Heritage)	101	25	25	-	-	-	
Young Green Jobs	-	-	-	25	-	-	
Canada Day Celebration (Canada Heritage)	5	200	200	6	6	6	
<b>Total Federal Grants</b>	<b>5,401</b>	<b>15,809</b>	<b>15,771</b>	<b>11,910</b>	<b>6,924</b>	<b>12,718</b>	
<b>Government of Northwest Territories (GNWT) Grants</b>							
MACA Formula Funding	7,713	7,713	7,753	7,753	7,753	7,753	
Community Capacity Building Fund	273	-	-	-	-	-	
<b>MACA Contribution Agreements</b>							
Community Public Infrastructure Funding	2,210	2,210	2,210	2,210	2,210	2,210	
Property Assessment	125	125	125	125	125	125	
Library	105	105	105	103	103	103	
Sports & Recreation	51	80	80	80	80	80	
Street Outreach (funding provided by federal & territorial government)	-	-	-	256	-	-	
Ground Ambulance & Highway Rescue	75	-	-	-	-	-	
Water & Sewer Services	224	224	281	281	281	281	
Solid Waste Services	8	-	-	-	-	-	
<b>Industry, Tourism and Investment Agreements</b>							
Economic Development Officer	50	50	50	50	50	50	
<b>Total GNWT Grants</b>	<b>10,834</b>	<b>10,507</b>	<b>10,604</b>	<b>10,858</b>	<b>10,602</b>	<b>10,602</b>	
<b>Other Contributions &amp; Donations</b>	<b>127</b>	<b>26</b>	<b>880</b>	<b>272</b>	<b>171</b>	<b>146</b>	(1)
<b>Total Grants &amp; Donations</b>	<b>16,362</b>	<b>26,342</b>	<b>27,255</b>	<b>23,040</b>	<b>17,697</b>	<b>23,466</b>	(2)

Note

- (1) Under 2017 Forecast, Twin Pine Hill developer contribution is \$250,000 and developer contribution for paving of Hall Crescent is \$600,000.
- (2) The City of Yellowknife, by agreement with the Government of Canada, is the Community Entity that receives funding from the Government of Canada's Homelessness Partnering Strategy (HPS) on behalf of the Yellowknife Community Advisory Board (CAB), as CAB members work toward realizing its Community Plan (Plan) on Homelessness. From April 1, 2016 to March 31, 2017 the City received \$709,822 from the Government of Canada which was used to fund sheltering agencies and other related expenses. The HPS has its own budget and audited Schedule of Revenues and Expenditures for submission to the Government of Canada.



## STAFFING SUMMARY

<b>Staffing by Department: (FTE)</b>	<b>2016 Actual</b>	<b>2017 Budget</b>	<b>2017 Forecast</b>	<b>2018 Budget</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
General Government						
City Administration	13.00	13.50	12.50	<b>12.00</b>	13.00	13.00
Corporate Services	27.33	27.71	27.71	<b>29.38</b>	29.69	28.38
Policy, Communications & Economic Development	3.00	3.00	4.00	<b>4.00</b>	4.00	4.00
Community Services	58.18	59.78	58.78	<b>61.73</b>	62.71	62.70
Public Safety	47.08	53.08	53.08	<b>57.58</b>	57.58	57.58
Planning & Development	11.00	11.00	11.00	<b>11.00</b>	11.00	11.00
Public Works & Engineering	54.99	54.63	54.63	<b>54.62</b>	54.62	54.62
	<b>214.58</b>	<b>222.70</b>	<b>221.70</b>	<b>230.31</b>	<b>232.60</b>	<b>231.28</b>
Permanent	194.04	200.04	199.04	<b>206.54</b>	207.54	207.54
Term	0.00	0.00	0.00	<b>0.00</b>	0.00	0.00
Part-time/Casual/Term	20.54	22.66	22.66	<b>23.77</b>	25.06	23.74
	<b>214.58</b>	<b>222.70</b>	<b>221.70</b>	<b>230.31</b>	<b>232.60</b>	<b>231.28</b>
<b>Net change in FTE positions</b>		<b>8.12</b>	<b>7.12</b>	<b>8.61</b>	<b>2.29</b>	<b>(1.32)</b>

# STAFFING SUMMARY

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## GENERAL FUND

General Fund Operations	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Revenue</b>						
Taxation	26,085	27,006	27,034	<b>27,828</b>	30,608	31,109
Taxes Allocated to Capital	(1,978)	-	-	-	(1,700)	(1,700)
Government Grants	426	586	590	<b>646</b>	365	365
User Charges	8,848	8,182	7,640	<b>8,621</b>	8,940	9,260
Investment Income	219	60	224	<b>150</b>	150	150
<b>Total Revenue</b>	<b>33,600</b>	<b>35,834</b>	<b>35,488</b>	<b>37,245</b>	<b>38,363</b>	<b>39,184</b>
<b>Expenditures (By Department)</b>						
General Government	10,684	11,881	11,614	<b>12,417</b>	12,759	12,867
Community Services	8,751	9,534	9,583	<b>9,990</b>	9,838	10,061
Public Safety	6,910	7,383	7,071	<b>7,633</b>	8,284	8,580
Planning & Development	1,460	1,539	1,406	<b>1,678</b>	1,711	1,745
Public Works	6,590	6,993	7,274	<b>7,119</b>	7,290	7,491
Amortization	6,676	6,534	6,655	<b>7,309</b>	7,742	7,959
<b>Total Expenditures</b>	<b>41,071</b>	<b>43,864</b>	<b>43,603</b>	<b>46,146</b>	<b>47,624</b>	<b>48,703</b>
<b>Net Revenue (Expenditures)</b>	<b>(7,471)</b>	<b>(8,030)</b>	<b>(8,115)</b>	<b>(8,901)</b>	<b>(9,261)</b>	<b>(9,519)</b>
<b>Interfund Transfers</b>						
(To) From Water & Sewer Fund	1,154	1,183	1,183	<b>1,213</b>	1,243	1,274
(To) From Solid Waste Fund	-	326	326	<b>334</b>	342	351
(To) From Land Fund	179	184	184	<b>189</b>	193	198
(To) From Reserve	(381)	(214)	(215)	<b>(130)</b>	(230)	(230)
<b>Total Interfund Transfers</b>	<b>952</b>	<b>1,479</b>	<b>1,478</b>	<b>1,606</b>	<b>1,548</b>	<b>1,593</b>
<b>Change in Fund Balance</b>						
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(6,519)	(6,551)	(6,637)	<b>(7,295)</b>	(7,713)	(7,926)
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,852	6,534	6,655	<b>7,309</b>	7,742	7,959
<b>Change in Fund Balance</b>	<b>333</b>	<b>(17)</b>	<b>18</b>	<b>14</b>	<b>29</b>	<b>33</b>
<b>Opening Balance</b>	<b>4,983</b>	<b>5,315</b>	<b>5,316</b>	<b>5,334</b>	<b>5,348</b>	<b>5,377</b>
<b>Closing Balance</b>	<b>5,316</b>	<b>5,298</b>	<b>5,334</b>	<b>5,348</b>	<b>5,377</b>	<b>5,410</b>

# GENERAL FUND

General Fund -Expenditures by Division & Object	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Expenditures (By Division)</b>						
General Government						
Fiscal Services	432	507	507	<b>462</b>	464	466
Mayor & Council	1,172	1,266	1,272	<b>1,227</b>	1,289	1,303
City Administration	2,553	2,818	2,759	<b>3,053</b>	3,114	3,213
Corporate Services	5,822	6,481	6,267	<b>6,848</b>	7,048	7,024
Policy, Communications & Economic Development	705	809	809	<b>827</b>	844	861
<b>Total General Government</b>	<b>10,684</b>	<b>11,881</b>	<b>11,614</b>	<b>12,417</b>	<b>12,759</b>	<b>12,867</b>
Community Services						
Directorate	884	1,080	1,180	<b>1,389</b>	950	968
Arenas	2,177	2,219	2,271	<b>2,377</b>	2,406	2,462
Library	1,067	1,142	1,142	<b>1,156</b>	1,267	1,304
Parks	1,156	1,247	1,239	<b>1,324</b>	1,365	1,394
Recreation	721	898	913	<b>707</b>	719	732
Pool	1,581	1,637	1,588	<b>1,718</b>	1,778	1,828
Curling Club	101	114	102	<b>166</b>	173	176
City Hall	301	347	347	<b>356</b>	368	380
Wildcat Cafe	18	16	16	<b>20</b>	21	22
Fieldhouse	745	834	785	<b>777</b>	791	795
<b>Total Community Services</b>	<b>8,751</b>	<b>9,534</b>	<b>9,583</b>	<b>9,990</b>	<b>9,838</b>	<b>10,061</b>
Public Safety						
Directorate	574	554	554	<b>565</b>	576	586
Fire & Ambulance	4,945	5,064	5,008	<b>5,553</b>	6,126	6,365
Municipal Enforcement	1,391	1,765	1,509	<b>1,515</b>	1,582	1,629
<b>Total Public Safety</b>	<b>6,910</b>	<b>7,383</b>	<b>7,071</b>	<b>7,633</b>	<b>8,284</b>	<b>8,580</b>



## GENERAL FUND

General Fund -Expenditures by Division & Object	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
Planning & Development						
Directorate	540	538	424	639	583	599
Planning & Lands	626	663	643	689	764	776
Building Inspections	294	338	339	350	364	370
<b>Total Planning &amp; Development</b>	<b>1,460</b>	<b>1,539</b>	<b>1,406</b>	<b>1,678</b>	<b>1,711</b>	<b>1,745</b>
Public Works						
Directorate	749	816	876	856	878	901
City Garage	964	796	761	817	837	857
Public Transit	1,562	1,648	1,652	1,658	1,704	1,786
Roads & Sidewalks	3,315	3,733	3,985	3,788	3,871	3,947
<b>Total Public Works</b>	<b>6,590</b>	<b>6,993</b>	<b>7,274</b>	<b>7,119</b>	<b>7,290</b>	<b>7,491</b>
<b>Total Expenditures</b>	<b>34,395</b>	<b>37,330</b>	<b>36,948</b>	<b>38,837</b>	<b>39,882</b>	<b>40,744</b>
<b>Details of All O&amp;M</b>						
Wages & Benefits	21,307	22,465	21,873	23,689	24,882	25,497
General Services	4,794	5,655	6,033	6,045	5,609	5,712
Materials	1,953	2,201	2,197	2,165	2,289	2,331
Maintenance	1,375	1,616	1,583	1,617	1,679	1,728
Utility -Fuel	504	638	600	704	690	656
Utility -Power	2,156	2,354	2,278	2,233	2,297	2,344
Vehicle O&M	773	614	597	622	650	667
Others (Insurance, grants & bad debts)	1,533	1,787	1,787	1,762	1,786	1,809
Amortization	6,676	6,534	6,655	7,309	7,742	7,959
<b>Total Details of O&amp;M</b>	<b>41,071</b>	<b>43,864</b>	<b>43,603</b>	<b>46,146</b>	<b>47,624</b>	<b>48,703</b>

# GENERAL FUND

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## GENERAL FUND - Mayor & Council

Mayor and Council Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	-	1	-	-	-	(1)
<b>Total Revenue</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (By Activity)</b>							
Community Assistance	595	648	648	652	655	659	(2)
Legislation & Governance	477	517	483	483	492	501	
Public Information/Inquiries	74	66	66	67	67	68	
Strategic Planning	26	35	75	25	75	75	(3)
<b>Total Expenditures (By Activity)</b>	<b>1,172</b>	<b>1,266</b>	<b>1,272</b>	<b>1,227</b>	<b>1,289</b>	<b>1,303</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,171)</b>	<b>(1,266)</b>	<b>(1,271)</b>	<b>(1,227)</b>	<b>(1,289)</b>	<b>(1,303)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	366	381	381	388	396	403	
General Services	135	156	185	127	177	178	(4)
Materials	76	81	58	60	61	63	(5)
Others (Grants)	595	648	648	652	655	659	
<b>Total Expenditures (By Object)</b>	<b>1,172</b>	<b>1,266</b>	<b>1,272</b>	<b>1,227</b>	<b>1,289</b>	<b>1,303</b>	

**Note:**

- (1) Revenues are from flag sales.
- (2) During the annual budget deliberations City Council determines the total dollar amount of grants to be given out during the fiscal year. These special grants will only be granted if the funding is available after the budget is adopted. City Council may make grants for purposes that, in the opinion of Council, will benefit the residents of the municipality. Property tax rebates for seniors and disabled tax payers are provided on equal cost-sharing basis with the GNWT to a maximum of \$2,000 per year. The amount of all grants made by City Council must not exceed 2% of total budgeted expenditures.
- (3) Strategic planning is for operational reviews, strategic planning and/or citizen surveys.
- (4) Travel expenses, public relations, and operational review.
- (5) Memberships and subscriptions.

## GENERAL FUND - Mayor & Council

<b>Grants</b>	<b>2016 Actuals (\$000's)</b>	<b>2017 Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Budget (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2020 Budget (\$000's)</b>	<b>Note</b>
Senior Citizens/Disabled Tax Rebate	177	180	180	<b>184</b>	187	191	
Multi-Year Funding	254	294	261	<b>261</b>	261	261	
Sponsorship Grants	106	106	94	<b>94</b>	94	94	
Community Service Grants	58	68	110	<b>113</b>	113	113	
<b>Total Grants</b>	<b>595</b>	<b>648</b>	<b>646</b>	<b>652</b>	<b>655</b>	<b>659</b>	



## GENERAL FUND - Mayor & Council

Multi-Year Funding	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Aurora Fiddlers Society	5,000	5,000	5,000	5,000	-	-	
Ecology North	12,000	12,000	12,000	12,000	-	-	
Folk on the Rocks	-	-	15,000	15,000	15,000	-	
Food Rescue	15,000	15,000	15,000	15,000	-	-	
Northern Arts & Cultural Centre	52,000	52,000	52,000	52,000	-	-	
NWT Council For Persons With Disabilities	18,000	18,000	18,000	18,000	-	-	
NWT SPCA	12,250	12,250	12,250	12,250	-	-	
NWT Wellness Society	-	-	2,000	2,000	2,000	-	
The Snow King Winter Festival	12,000	12,000	12,000	12,000	-	-	
Western Arctic Moving Pictures	8,000	8,000	8,000	8,000	-	-	
Yellowknife Artist Run Community Centre	8,000	8,000	8,000	8,000	-	-	
Yellowknife Climbing Club	5,000	5,000	5,000	5,000	-	-	
Yellowknife Gymnastics Club	20,000	20,000	20,000	20,000	-	-	
Yellowknife Playgroup Association	5,000	5,000	5,000	5,000	-	-	
Yellowknife Seniors Society	52,000	52,000	52,000	52,000	-	-	
Yellowknife Ski Club	30,000	20,000	20,000	20,000	-	-	
Additional Grants	-	50,000	-	-	244,250	-	
<b>Total Multi-Year Funding</b>	<b>254,250</b>	<b>294,250</b>	<b>261,250</b>	<b>261,250</b>	<b>261,250</b>	<b>261,250</b>	

## GENERAL FUND - Mayor & Council

Sponsorship Grants	2016 Actuals (\$)	2017 Budget (\$)	2017 Forecast (\$)	2018 Budget (\$)	2019 Budget (\$)	2020 Budget (\$)	Note
North Words Writers Festival Society	-	-	4,000	-	-	-	
North Slave Metis Alliance	8,000	-	-	-	-	-	
Canadian Parents for French	500	-	1,000	-	-	-	
Folks on the Rocks	15,000	-	-	-	-	-	
Midnight Sun Fly-in Association	-	-	10,000	-	-	-	
Old Town Community Association	8,000	-	10,000	-	-	-	
Ptarmicon Society	5,000	-	5,000	-	-	-	
Association Franco-Culturelle de Yellowknife	-	-	10,000	-	-	-	
NWT Judo	-	-	5,000	-	-	-	
NWT Pride	5,000	-	-	-	-	-	
NWT Riders Association	4,000	-	2,000	-	-	-	
NWT Wellness Society	1,500	-	-	-	-	-	
Canadian Championship Dog Derby	13,000	-	13,000	-	-	-	
Music NWT	5,000	-	5,000	-	-	-	
The Long John Jamboree	13,000	-	10,000	-	-	-	
Yellowknife Farmers Market	9,500	-	15,000	-	-	-	
Yellowknife International Airshow Society	10,000	-	-	-	-	-	
YWCA Yellowknife	8,000	-	-	-	-	-	
NWT Mining Heritage	-	-	4,000	-	-	-	
<b>Total Sponsorship</b>	<b>105,500</b>	<b>105,500</b>	<b>94,000</b>	<b>94,000</b>	<b>94,000</b>	<b>94,000</b>	



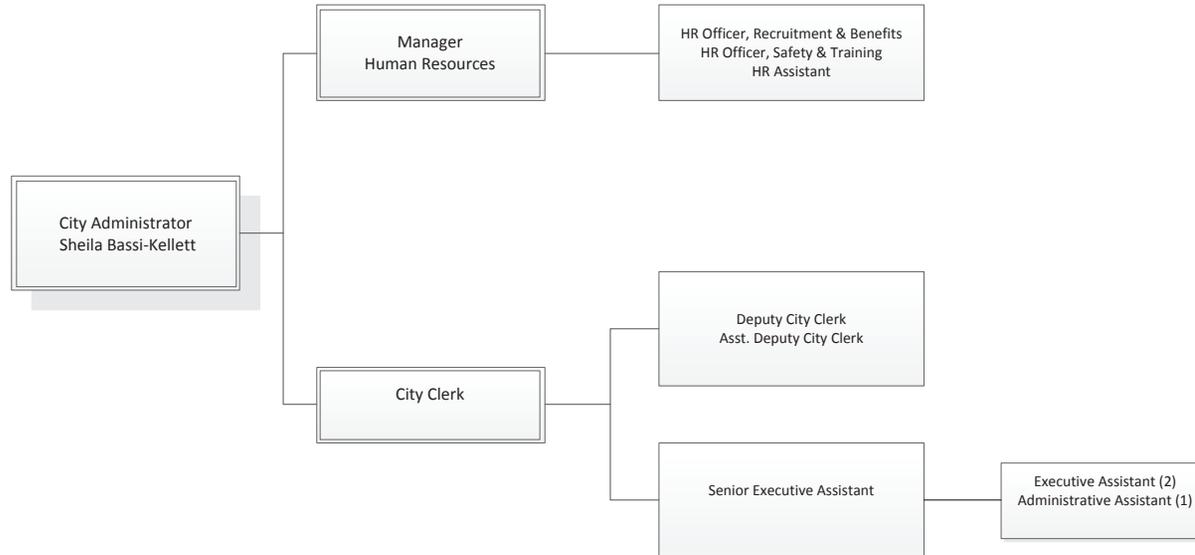
## GENERAL FUND - Mayor & Council

<b>Community Service Grants</b>	<b>2016 Actuals (\$)</b>	<b>2017 Budget (\$)</b>	<b>2017 Forecast (\$)</b>	<b>2018 Budget (\$)</b>	<b>2019 Budget (\$)</b>	<b>2020 Budget (\$)</b>	<b>Note</b>
Foster Family Coalition of NWT	-	-	10,000	-	-	-	
Great Slave Snowmobile Association	-	-	5,000	-	-	-	
John Howard Society	-	-	2,500	-	-	-	
YWCA Yellowknife	-	-	10,000	-	-	-	
MS - Yellowknife Branch	1,750	-	2,000	-	-	-	
Rainbow Coalition of Yellowknife	-	-	10,000	-	-	-	
St Johns Ambulance	5,000	-	-	-	-	-	
Tennis NWT	1,750	-	-	-	-	-	
Young Life of Canada - Skateboarding Ministries	5,000	-	-	-	-	-	
Special Olympics NWT	4,000	-	5,000	-	-	-	
Yellowknife Association for Community Living	10,000	-	10,000	-	-	-	
Yellowknife Golf Club Association	10,000	-	10,000	-	-	-	
Yellowknife District Girl Guides	-	-	4,000	-	-	-	
Yellowknife Polar Bear Swim Club	-	-	10,000	-	-	-	
NWT Soccer	5,000	-	5,000	-	-	-	
NWT/NU Crime Stoppers Association	-	-	2,500	-	-	-	
Council of the NWT/NU Order of St. John Ambulance	-	-	9,000	-	-	-	
Yellowknife Playschool Association	5,000	-	-	-	-	-	
Yellowknife Dance Collective	2,500	-	-	-	-	-	
Yellowknife Marine Rescue	-	-	5,000	-	-	-	
Young Life of Canada - The Rock Skateboarding Ministries	-	-	5,000	-	-	-	
Association Franco-Culturelle de Yellowknife	2,500	-	-	-	-	-	
NWT Breast Health/Breast Cancer Action Group	1,312	-	1,300	-	-	-	
Great Slave Sailing Club	4,000	-	4,000	-	-	-	
<b>Total Community Services</b>	<b>57,812</b>	<b>68,250</b>	<b>110,300</b>	<b>112,750</b>	<b>112,750</b>	<b>112,750</b>	

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## Department Staffing



## Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
City Administrator's Office	4.00	4.00	3.00	3.00	3.00	3.00	(1)
City Clerk	6.00	6.50	6.50	6.00	7.00	7.00	(2) & (3)
Human Resources	3.00	3.00	3.00	3.00	3.00	3.00	
	<b>13.00</b>	<b>13.50</b>	<b>12.50</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	
Permanent	13.00	13.00	12.00	12.00	12.00	12.00	
Part-time/Term	0.00	0.50	0.50	0.00	1.00	1.00	(3)
	<b>13.00</b>	<b>13.50</b>	<b>12.50</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	

### Note

- (1) Starting in 2017, the Municipal Law & Policy Manager reports to the Director of Policy, Communications & Economic Development
- (2) Starting from 2018 onwards, 0.5 Person-Year for Administrative Assistant will be reported under Fire & Ambulance Division.
- (3) Two- year term Administrative Assistant will be added in 2019 and 2020.

# GENERAL FUND - City Administrator

## CITY ADMINISTRATOR'S OFFICE

The City Administrator's Office has overall responsibility for the administration of the municipal corporation. This includes developing corporate policy as well as providing policy advice to Council regarding the City's organization and operating procedures. The City Administrator's Office provides administrative leadership, coordinates interdepartmental activities, directs the implementation of Council-approved policies and administers the appropriate policy controls to ensure that all City programs are delivered effectively and efficiently while encouraging innovation and creativity in programs.

The City Administrator's Office provides leadership to the City's seven departments: Community Services, Corporate Services, Policy, Communications and Economic Development, Planning and Development, Public Works and Engineering, and Public Safety. Each department is led by a director. Further, the City Administrator has responsibility for the services of the Human Resources Division and the City Clerk Division. Each division is headed by a manager.

City Administration Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Expenditures (By Division)</b>							
City Administrator	829	843	817	892	917	942	
City Clerk	673	808	806	857	918	954	
Human Resources	1,051	1,167	1,136	1,304	1,279	1,317	
<b>Total Expenditures (By Division)</b>	<b>2,553</b>	<b>2,818</b>	<b>2,759</b>	<b>3,053</b>	<b>3,114</b>	<b>3,213</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,553)</b>	<b>(2,818)</b>	<b>(2,759)</b>	<b>(3,053)</b>	<b>(3,114)</b>	<b>(3,213)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	1,868	1,971	1,926	2,117	2,245	2,330	
General Services	579	728	724	808	739	742	
Materials	106	119	109	128	130	141	
<b>Total Expenditures (By Object)</b>	<b>2,553</b>	<b>2,818</b>	<b>2,759</b>	<b>3,053</b>	<b>3,114</b>	<b>3,213</b>	



## GENERAL FUND - City Administrator

City Administrator Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Expenditures (by Activity)</b>							
Legislation & Governance	309	312	305	331	340	348	
Policy Development	397	406	392	429	441	454	
Public Information/Inquiries	123	125	120	132	136	140	
<b>Total Expenditures (By Activity)</b>	<b>829</b>	<b>843</b>	<b>817</b>	<b>892</b>	<b>917</b>	<b>942</b>	
<b>Net Revenue (Expenditures)</b>	<b>(829)</b>	<b>(843)</b>	<b>(817)</b>	<b>(892)</b>	<b>(917)</b>	<b>(942)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	718	756	710	803	828	853	
General Services	82	78	98	80	80	80	(1)
Materials	29	9	9	9	9	9	
<b>Total Expenditures (By Object)</b>	<b>829</b>	<b>843</b>	<b>817</b>	<b>892</b>	<b>917</b>	<b>942</b>	

Note:

(1) Corporate planning, public relations, travel expenses and legal fees.

## GENERAL FUND - City Administrator

### CITY CLERK'S DIVISION

The City Clerk's Division provides legislative support services to City Council, its Standing and Special Committees, Administration, the Development Appeal Board and the Board of Revision. As part of its legislative support services, the City Clerk's Office ensures that the process of Council and its Committees is followed as prescribed in the Council Procedures By-law and applicable territorial and federal legislation.

The City Clerk's Division coordinates reports and information received from various departments of the City, as well as outside sources, for the preparation of agendas, as well as attending the various meetings to record the minutes of proceedings. All copies of original Minutes and By-laws are retained in the City Clerk's Office, along with the Official Corporate Seal of the City.

The City Clerk's Division conducts all municipal general elections and by-elections, and voter borrowing approval referendums in accordance with the prescribed legislation.

The City Clerk's Division also contributes to the City's Public and Statutory Information Program and produces a weekly information flyer that is distributed to all deliverable addresses within the municipality.

Lastly, the City Clerk's Division assists all City departments with records management practices and provides training in electronic records management software.



## GENERAL FUND - City Administrator

City Clerk Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Expenditures (by Activity)</b>							
Administrative Support	263	315	314	334	349	364	
Board Support	60	72	72	76	81	84	
Election Administration	-	-	-	94	8	9	(1)
Legislation & Governance	142	170	170	119	192	199	
Public Information/Inquiries	142	170	170	146	192	199	
Records Management	67	81	81	85	91	94	
Rounding	(1)		(1)	3	5	5	
<b>Total Expenditures (By Activity)</b>	<b>673</b>	<b>808</b>	<b>806</b>	<b>857</b>	<b>918</b>	<b>954</b>	
<b>Net Revenue (Expenditures)</b>	<b>(673)</b>	<b>(808)</b>	<b>(806)</b>	<b>(857)</b>	<b>(918)</b>	<b>(954)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	535	653	653	634	748	781	(2)
General Services	137	150	150	218	165	168	(3)
Materials	1	5	3	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>673</b>	<b>808</b>	<b>806</b>	<b>857</b>	<b>918</b>	<b>954</b>	

**Note**

- (1) General election for the City Council in 2018.
- (2) Additional 0.5PY for Administrative Assistant from 2017 onwards.
- (3) Advertising, webcasting, and teleconferencing contracted costs.

# GENERAL FUND - City Administrator

## HUMAN RESOURCES DIVISION

The Human Resources Division is responsible for providing services in workforce planning, recruitment, retention, benefit administration, compensation/payroll, labour relations, employment contract interpretation and negotiations,

occupational safety and health, policy development and employee development/training to the City's approximately 250 permanent and casual employees.

Human Resources Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Expenditures (by Activity)</b>							
Employee Development	276	303	295	341	332	343	
Employee Placement	176	198	193	221	218	225	
Labour Relations	148	163	158	181	178	184	
Occupational Health & Safety	156	175	172	195	191	197	
Payroll & Benefits Administration	293	327	317	364	358	368	
Rounding	2	1	1	2	2	-	
<b>Total Expenditures (By Activity)</b>	<b>1,051</b>	<b>1,167</b>	<b>1,136</b>	<b>1,304</b>	<b>1,279</b>	<b>1,317</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,051)</b>	<b>(1,167)</b>	<b>(1,136)</b>	<b>(1,304)</b>	<b>(1,279)</b>	<b>(1,317)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	615	562	563	680	669	696	
General Services	360	500	476	510	494	494	(1)
Materials	76	105	97	114	116	127	(2)
<b>Total Expenditures (By Object)</b>	<b>1,051</b>	<b>1,167</b>	<b>1,136</b>	<b>1,304</b>	<b>1,279</b>	<b>1,317</b>	

**Note**

- (1) Human Resources fees and contacted costs.
- (2) Mostly long service bonus, professional membership fees, and boot and clothing allowances.



## GENERAL FUND - Fiscal Services

Fiscal Services	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Notes
<b>Revenue</b>							
Taxation	26,085	27,006	27,034	<b>27,828</b>	30,608	31,109	(1)
Taxes Allocated to Capital	(1,978)	-	-	-	(1,700)	(1,700)	(2)
Government Grants	-	75	75	<b>75</b>	75	75	
User Charges							
Power Distribution -Franchise Fee	1,024	1,000	1,000	<b>1,020</b>	1,030	1,041	
Tax Penalties	240	430	260	<b>280</b>	290	300	
Others	49	-	62	-	-	-	
Investment Income	219	60	224	<b>150</b>	150	150	
<b>Total Revenue</b>	<b>25,639</b>	<b>28,571</b>	<b>28,655</b>	<b>29,353</b>	<b>30,453</b>	<b>30,975</b>	
<b>Expenditures (By Activity)</b>							
Cash Management	299	207	207	<b>212</b>	214	216	
Valuation Allowance	133	300	300	<b>250</b>	250	250	
<b>Total Expenditures</b>	<b>432</b>	<b>507</b>	<b>507</b>	<b>462</b>	<b>464</b>	<b>466</b>	
<b>Net Revenue (Expenditures)</b>	<b>25,207</b>	<b>28,064</b>	<b>28,148</b>	<b>28,891</b>	<b>29,989</b>	<b>30,509</b>	

## GENERAL FUND - Fiscal Services

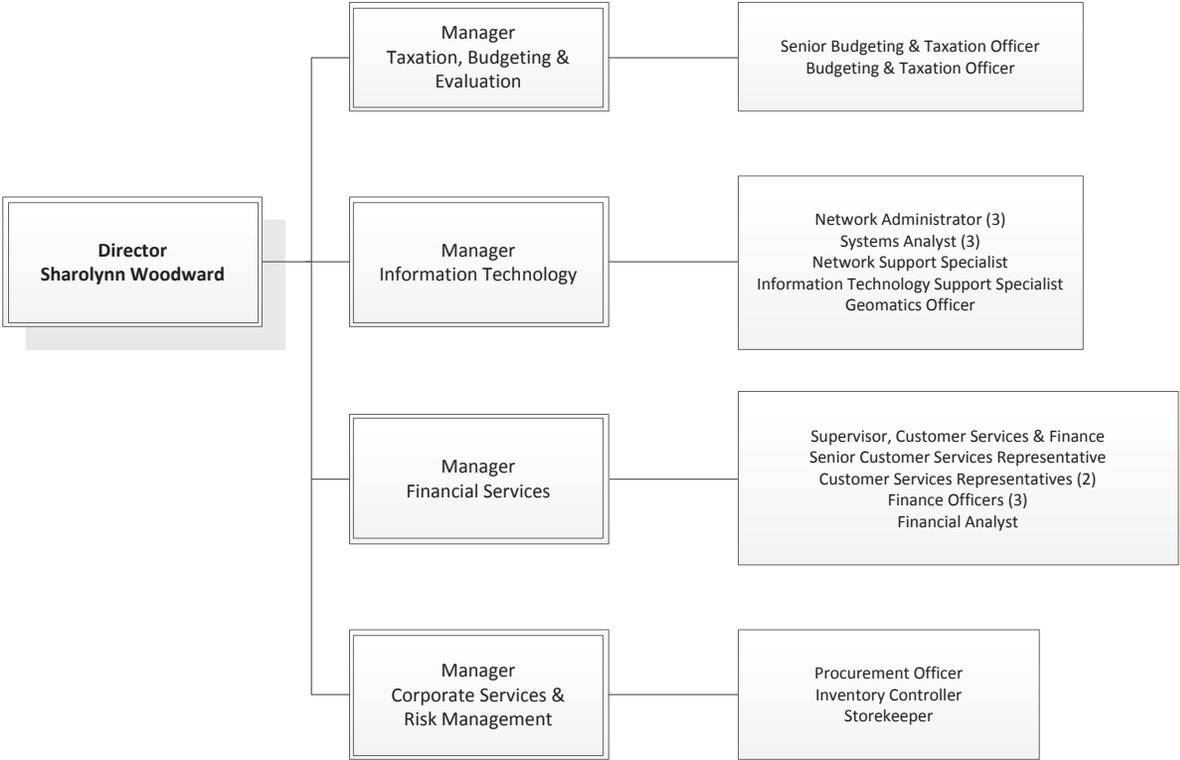
<b>Fiscal Services</b>	<b>2016 Actuals (\$000's)</b>	<b>2017 Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Budget (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2020 Budget (\$000's)</b>	<b>Notes</b>
<b>Interfund Transfers</b>							
(To) From Water & Sewer Fund	1,154	1,183	1,183	<b>1,213</b>	1,243	1,274	(3)
(To) From Solid Waste Fund	-	326	326	<b>334</b>	342	351	(3)
(To) From Land Fund	179	184	184	<b>189</b>	193	198	(3)
<b>Total Interfund Transfers</b>	<b>1,333</b>	<b>1,693</b>	<b>1,693</b>	<b>1,736</b>	<b>1,778</b>	<b>1,823</b>	
<b>Change in Fund Balance</b>	<b>26,540</b>	<b>29,757</b>	<b>29,841</b>	<b>30,627</b>	<b>31,767</b>	<b>32,332</b>	
<b>Expenditure (by Object)</b>							
General Services (Financial Charges)	198	207	207	<b>212</b>	214	216	
Others (Mainly Bad Debt)	234	300	300	<b>250</b>	250	250	
<b>Total Expenditures (by Object)</b>	<b>432</b>	<b>507</b>	<b>507</b>	<b>462</b>	<b>464</b>	<b>466</b>	

**Note:**

- (1) 2018 property taxes are based on 2017 assessed values. Growth in 2017 assessed values is based on a review of building permits to September 2017. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as Crown corporations. 2017 assessment growth was based on a 1.13% increase from property development. The increase in taxation is based on the assumption that the mill rate will increase by 1.86% in 2018, 9.39% in 2019 and 1.27% in 2020.
- (2) Taxes allocated to the Capital Fund are used to pay principal and interest on general capital debts.
- (3) Salaries and overhead costs associated with administering other Funds are recovered by charging estimated administration fees.



Department Staffing



Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
Directorate	5.00	5.00	5.00	6.00	6.00	5.00	(1)
Taxation & Budgeting	1.00	1.00	2.00	2.00	2.00	2.00	(2)
Financial Services	9.33	9.40	8.40	8.38	8.38	8.38	(2)
Corporate Services & Risk Management	3.00	3.31	3.31	3.00	3.31	3.00	
Information Technology	9.00	9.00	9.00	10.00	10.00	10.00	(3)
	<b>27.33</b>	<b>27.71</b>	<b>27.71</b>	<b>29.38</b>	<b>29.69</b>	<b>28.38</b>	
Permanent	27.00	27.00	27.00	28.00	28.00	28.00	
Part-time/Casual/Term	0.33	0.71	0.71	1.38	1.69	0.38	
	<b>27.33</b>	<b>27.71</b>	<b>27.71</b>	<b>29.38</b>	<b>29.69</b>	<b>28.38</b>	

Note:

- (1) Starting in 2018, a two-year term Revenue Specialist will be added.
- (2) Starting from 2017, Budgeting & Taxation Officer is reported under Taxation & Budgeting
- (3) From 2018 onwards, a Radio Communications Technologist will be added.

# GENERAL FUND - Corporate Services

## CORPORATE SERVICES DEPARTMENT

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Corporate Services and Risk Management. The managers who head each of these divisions

report to the director, who sets the course for the department, and provides a level of advice and support to the municipality that is typically associated with the role of chief financial officer.

Corporate Services Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	
User Charges	659	662	675	673	673	673	
<b>Total Revenue</b>	<b>784</b>	<b>787</b>	<b>800</b>	<b>798</b>	<b>798</b>	<b>798</b>	
<b>Expenditures (By Division)</b>							
Directorate	1,046	1,025	1,044	1,168	1,191	1,094	
Taxation & Budgeting	342	337	340	456	451	438	
Financial Services	829	969	913	931	945	961	
Corporate Services & Risk Management	1,320	1,407	1,407	1,441	1,489	1,499	
Information Technology	2,285	2,743	2,563	2,852	2,972	3,032	
<b>Total Expenditures (By Division)</b>	<b>5,822</b>	<b>6,481</b>	<b>6,267</b>	<b>6,848</b>	<b>7,048</b>	<b>7,024</b>	
<b>Net Revenue (Expenditures)</b>	<b>(5,038)</b>	<b>(5,694)</b>	<b>(5,467)</b>	<b>(6,050)</b>	<b>(6,250)</b>	<b>(6,226)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	3,199	3,448	3,237	3,783	3,874	3,813	
General Services	588	701	686	742	726	708	
Materials	543	659	670	638	698	704	
Maintenance	683	828	829	820	863	893	
Vehicle -O&M	4	6	6	5	6	6	
Insurance	805	839	839	860	881	900	
<b>Total Expenditures (By Object)</b>	<b>5,822</b>	<b>6,481</b>	<b>6,267</b>	<b>6,848</b>	<b>7,048</b>	<b>7,024</b>	



## GENERAL FUND - Corporate Services

Corporate Services Directorate Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Expenditures (by Activity)</b>							
Financial Reporting, Analysis & Budgeting	422	413	421	472	481	441	
Labour Relations	39	38	39	43	44	40	
Legislation & Governance	235	231	235	262	267	247	
Long-Range Planning	118	116	118	132	135	124	
Policy Development	121	118	120	135	137	126	
Public Information/Inquiries	111	109	111	124	127	116	
<b>Total Expenditures (By Activity)</b>	<b>1,046</b>	<b>1,025</b>	<b>1,044</b>	<b>1,168</b>	<b>1,191</b>	<b>1,094</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,046)</b>	<b>(1,025)</b>	<b>(1,044)</b>	<b>(1,168)</b>	<b>(1,191)</b>	<b>(1,094)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	937	903	903	1,042	1,062	962	
General Services	109	117	136	120	123	126	(1)
Materials	-	5	5	6	6	6	
<b>Total Expenditures (By Object)</b>	<b>1,046</b>	<b>1,025</b>	<b>1,044</b>	<b>1,168</b>	<b>1,191</b>	<b>1,094</b>	

**Note**

(1) Contracted costs

# GENERAL FUND - Corporate Services

## TAXATION, BUDGETING AND EVALUATION DIVISION

The Taxation, Budgeting and Evaluation Division is responsible for budgeting, program evaluation, property assessment and taxation in accordance with established legislations and by-laws. The Division coordinates and prepares the annual and multi-year budget and long-term financial plans that Council sets its priorities and plans for major capital projects. This multi-year budget

process help the City to ensure that, in the course of providing services to the public, Council's goals, objectives and directions are implemented and costs are controlled. This Division also administers the Senior and Disabled Grants, Local Improvement Charge, program evaluation, property assessment and taxation functions.

Taxation, Budgeting & Evaluation Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	
<b>Total Revenue</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>125</b>	
<b>Expenditures (by Activity)</b>							
Budgeting	74	84	85	98	97	95	
Property Assessment & Taxes	269	253	255	357	353	343	(1)
Rounding	(1)	-	-	1	1	-	
<b>Total Expenditures (By Activity)</b>	<b>342</b>	<b>337</b>	<b>340</b>	<b>456</b>	<b>451</b>	<b>438</b>	
<b>Net Revenue (Expenditures)</b>	<b>(217)</b>	<b>(212)</b>	<b>(215)</b>	<b>(331)</b>	<b>(326)</b>	<b>(313)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	127	124	124	213	217	221	(2)
General Services	205	204	206	233	224	206	(3)
Maintenance	10	9	10	10	10	11	
<b>Total Expenditures (By Object)</b>	<b>342</b>	<b>337</b>	<b>340</b>	<b>456</b>	<b>451</b>	<b>438</b>	

### Note

- (1) The City has signed the assessment authority agreement with the GNWT until May 31, 2018. In 2013 the City conducted a general assessment for 2014 taxation year. The next general assessment will be conducted in 2018 for 2019 taxation year.
- (2) Starting in 2018, Budgeting and Taxation officer will be reported under this division instead of Financial Services.
- (3) Assessment contracted costs.



### INFORMATION TECHNOLOGY DIVISION

The Information Technology Division is responsible for all aspects of the City's information technology infrastructure. This includes:

- The secure and reliable network that connects workstations, laptops, mobile devices, printers, scanners, and copiers at sites throughout the City and provides users with access to essential software tools, integrated data sources, and the internet
- Databases that house and protect extensive data resources across the corporation
- Software applications that streamline processes and service delivery
- Websites that extend electronic information access and online services to staff and citizens
- Telephone, cellphone, and voice mail services that facilitate communication and collaboration
- Public workstations and wireless services that expand public computing and Internet access
- Geographical information systems and tools that present information from a spatial perspective
- Back-end systems that support diverse services such as traffic lights, ice-making equipment, building controls, digital call logging, and security cameras

## GENERAL FUND - Corporate Services

Information Technology Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	1	1	1	1	1	
<b>Total Revenue</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>Expenditures (by Activity)</b>							
Installation	241	280	261	295	303	308	
Maintenance	1,331	1,631	1,525	1,650	1,747	1,786	
System Development	169	201	187	216	221	225	
Support Services	540	629	589	686	701	715	
Rounding	4	2	1	5	-	(2)	
<b>Total Expenditures (By Activity)</b>	<b>2,285</b>	<b>2,743</b>	<b>2,563</b>	<b>2,852</b>	<b>2,972</b>	<b>3,032</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,284)</b>	<b>(2,742)</b>	<b>(2,562)</b>	<b>(2,851)</b>	<b>(2,971)</b>	<b>(3,031)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,149	1,254	1,110	1,414	1,445	1,476	(1)
General Services	163	246	210	252	240	236	(3)
Materials	299	422	422	374	432	436	(2)
Maintenance	673	819	819	810	853	882	(4)
Vehicle O&M	1	2	2	2	2	2	
<b>Total Expenditures (By Object)</b>	<b>2,285</b>	<b>2,743</b>	<b>2,563</b>	<b>2,852</b>	<b>2,972</b>	<b>3,032</b>	

### Note

- (1) Starting from January 2018, a new Radio Communications Technologist will be added.
- (2) Communication Infrastructure & others.
- (3) Computer hardware.
- (4) Software maintenance.



**FINANCIAL SERVICES DIVISION**

The Financial Services Division is responsible for the utilities, accounting, and lottery licensing functions in accordance with established legislation and by-laws. The employees in this division

track and report the City’s revenues, expenditures, assets and liabilities. They also provide customer service and information to the public on a wide range of issues.

Financial Services Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	533	548	559	559	559	559	
<b>Total Revenue</b>	<b>533</b>	<b>548</b>	<b>559</b>	<b>559</b>	<b>559</b>	<b>559</b>	
<b>Expenditures (by Activity)</b>							
Cash Management	54	63	59	52	54	54	
Cash Receipts & Collections	129	151	142	167	168	171	
Customer Invoicing	223	306	288	264	267	271	
Financial Reporting & Analysis	90	101	95	97	98	100	
Licences & Permits	99	101	95	118	121	123	
Public Information/Inquiries	179	183	172	171	174	177	
Vendor Payments	54	63	59	60	61	62	
Rounding	1	1	3	2	2	3	
<b>Total Expenditures (By Activity)</b>	<b>829</b>	<b>969</b>	<b>913</b>	<b>931</b>	<b>945</b>	<b>961</b>	
<b>Net Revenue (Expenditures)</b>	<b>(296)</b>	<b>(421)</b>	<b>(354)</b>	<b>(372)</b>	<b>(386)</b>	<b>(402)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	706	839	772	795	809	824	
General Services	20	26	26	26	26	26	(1)
Materials	103	104	115	110	110	111	(2)
<b>Total Expenditures (By Object)</b>	<b>829</b>	<b>969</b>	<b>913</b>	<b>931</b>	<b>945</b>	<b>961</b>	

**Note**

- (1) Collection costs
- (2) Postage & printed forms

# GENERAL FUND - Corporate Services

## CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Corporate Services & Risk Management Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores where the City's inventory is warehoused and managed. The insurance work involves communicating claims and coverage information between the City's insurers and the

user departments. Purchasing tasks include coordinating the procurement of goods and services for City departments through the issuance of tenders, requests for proposals (RFPs), purchase orders, or inventory.

Corporate Services & Risk Management Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	125	113	115	113	113	113	
<b>Total Revenue</b>	<b>125</b>	<b>113</b>	<b>115</b>	<b>113</b>	<b>113</b>	<b>113</b>	
<b>Expenditures (by Activity)</b>							
Common Costs	145	156	156	159	164	165	
Customer Services	276	69	69	71	74	74	
Inventory Management	131	142	142	141	146	147	
Material Purchasing	171	409	409	417	430	433	
Risk Management	595	632	632	649	672	674	
Rounding	2	(1)	(1)	4	3	6	
<b>Total Expenditures (By Activity)</b>	<b>1,320</b>	<b>1,407</b>	<b>1,407</b>	<b>1,441</b>	<b>1,489</b>	<b>1,499</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,195)</b>	<b>(1,294)</b>	<b>(1,292)</b>	<b>(1,328)</b>	<b>(1,376)</b>	<b>(1,386)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	280	328	328	319	341	330	
General Services	91	108	108	111	113	114	(1)
Materials	141	128	128	148	150	151	(2)
Vehicle O&M	3	4	4	3	4	4	
Insurance	805	839	839	860	881	900	
<b>Total Expenditures (By Object)</b>	<b>1,320</b>	<b>1,407</b>	<b>1,407</b>	<b>1,441</b>	<b>1,489</b>	<b>1,499</b>	

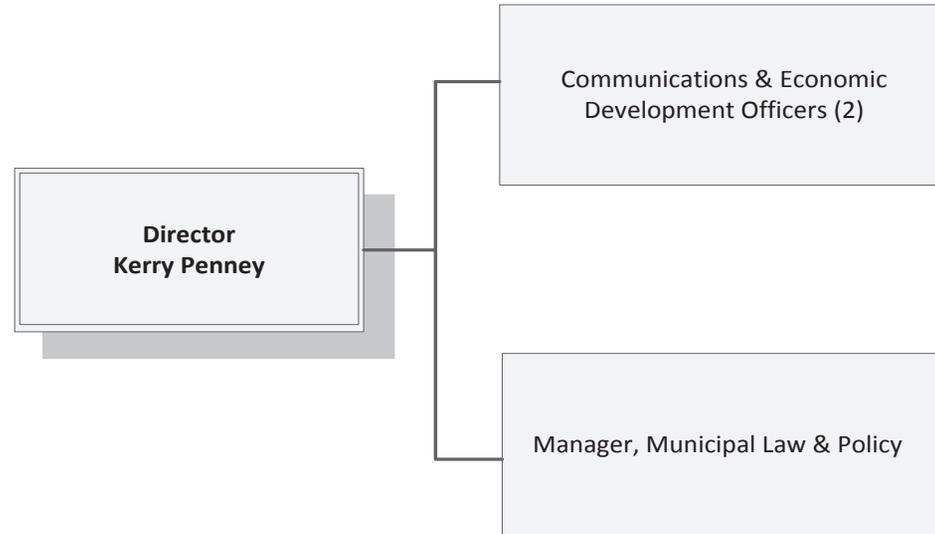
**Note:**

- (1) Telephone, communications, and radio licensing
- (2) Photocopy supplies, office equipment & overhead



# GENERAL FUND - Policy, Communications & Economic Development

## Department Staffing



## Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
Directorate	3.00	3.00	4.00	4.00	4.00	4.00	(1)
	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

### Note

(1) Starting in 2017, the Policy & Corporate Planning Manager reports to the Director of Policy, Communications & Economic Development.

# GENERAL FUND - Policy, Communications & Economic Development

## POLICY, COMMUNICATIONS & ECONOMIC DEVELOPMENT DEPARTMENT

The Department of Policy, Communications and Economic Development oversees municipal law, policy, economic development programs and all corporate communication, including media relations. Our team's primary responsibilities are to provide leadership to advance the strategic communication initiatives of the City. The Director supports and leads in all City initiatives that reflect on the City's ability to communicate with Council and staff, our citizens and investors, as well as people and businesses inside and outside our community. We are a service

department for:

- Promoting and enhancing our local economy
- Drawing investment to Yellowknife
- Enhancing community engagement
- Working to bridge communication amongst all residents, groups, agencies and the city of Yellowknife
- Administrating municipal law and policy

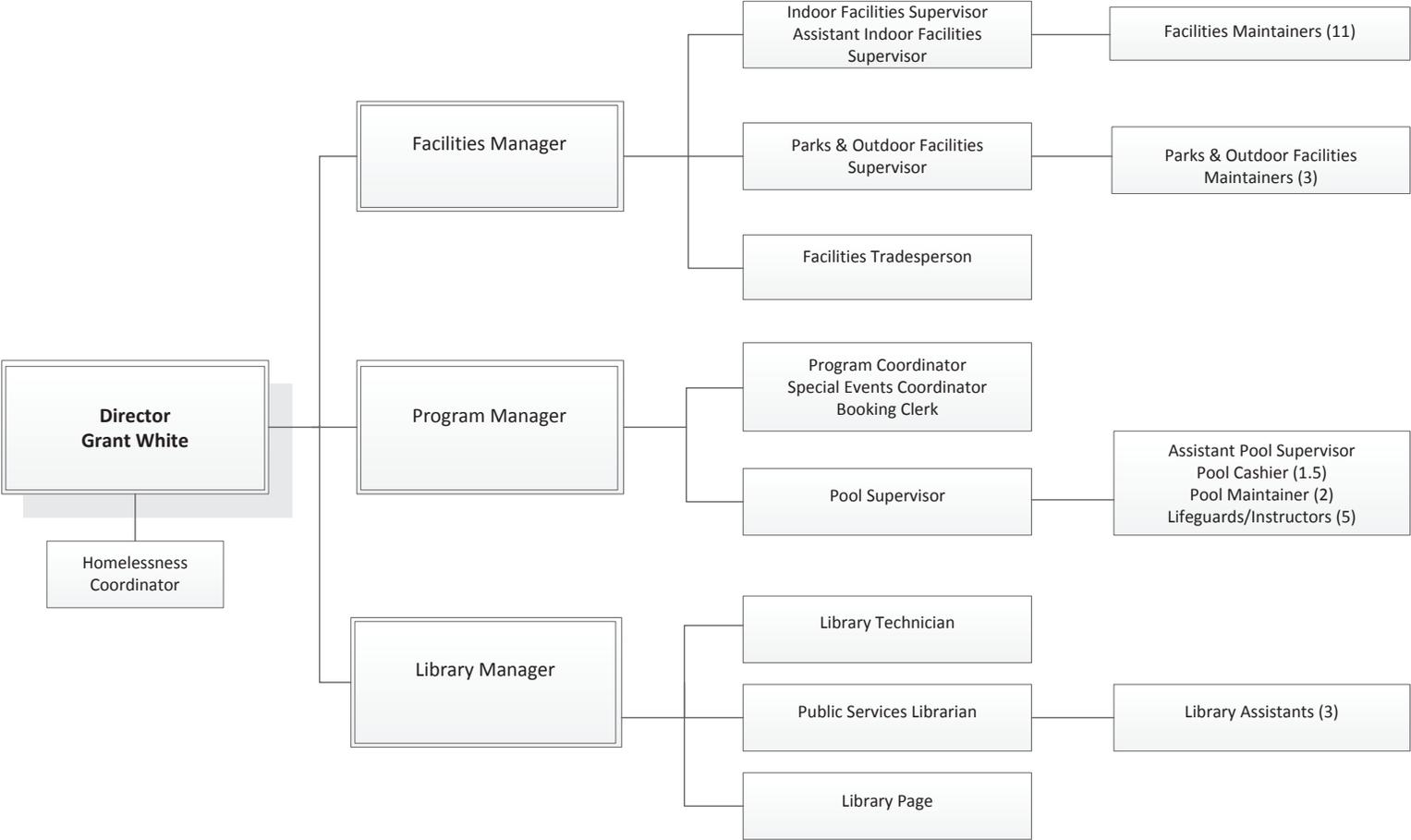
Policy, Communications & Economic Development Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	50	50	50	50	50	50	
User Charges	2	-	-	-	-	-	(1)
<b>Total Revenue</b>	<b>52</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	
<b>Expenditures (by Activity)</b>							
Communications	352	404	405	413	421	431	
Economic Development	352	404	405	413	421	431	
Rounding	1	1	(1)	1	2	(1)	
<b>Total Expenditures (By Activity)</b>	<b>705</b>	<b>809</b>	<b>809</b>	<b>827</b>	<b>844</b>	<b>861</b>	
<b>Net Revenue (Expenditures)</b>	<b>(653)</b>	<b>(759)</b>	<b>(759)</b>	<b>(777)</b>	<b>(794)</b>	<b>(811)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	410	437	420	444	451	459	
General Services	292	367	384	378	388	397	(2)
Materials	3	5	5	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>705</b>	<b>809</b>	<b>809</b>	<b>827</b>	<b>844</b>	<b>861</b>	

**Note**

- (1) From the sale of City-branded apparel  
 (2) Public relations, communications, and tourism.



Department Staffing



# GENERAL FUND - Community Services

## Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	(1)
Arenas/Parks	21.59	22.42	21.42	23.58	23.58	23.58	(2) & (2a)
Fieldhouse	4.96	4.85	4.85	4.28	4.26	4.25	
Pool	12.85	13.45	13.45	14.45	14.45	14.45	(3)
Programs	6.20	6.48	6.48	6.83	6.83	6.83	(2)
Library	7.25	7.25	7.25	7.26	8.26	8.26	(4)
City Hall	0.23	0.23	0.23	0.23	0.23	0.23	(2)
Curling Club	0.07	0.07	0.07	0.07	0.07	0.07	(2)
Wildcat Café	0.03	0.03	0.03	0.03	0.03	0.03	(2)
	<b>58.18</b>	<b>59.78</b>	<b>58.78</b>	<b>61.73</b>	<b>62.71</b>	<b>62.70</b>	
Permanent	41.88	41.88	40.88	42.88	43.88	43.88	
Part-time/Casual	16.30	17.90	17.90	18.85	18.83	18.82	
	<b>58.18</b>	<b>59.78</b>	<b>58.78</b>	<b>61.73</b>	<b>62.71</b>	<b>62.70</b>	

### Note

- (1) Includes the Homelessness Coordinator
- (2) Estimated Facilities Tradesperson's time spending on these facilities (Arenas 0.3 Person-Year)
- (2a) One Facility Maintainer approved in 2017 and will be filled in 2018
- (3) Starting from 2018, one additional Lifeguard
- (4) Starting from 2019, one additional Library Assistant



### COMMUNITY SERVICES DEPARTMENT

The Community Services Department, through the Director's office and its three divisions (Programs, Facilities, and Library), continues to provide diverse and high-quality recreation and leisure opportunities, as well as addressing homelessness and social issues as feasible. The department also maintains a close working relationship with the many volunteer organizations, groups, individuals, and the private sector who continue to provide programs, services, and events. There is a variety of grant programs and service contracts administered by the Department as well. Many capital upgrades and developments to the facilities are managed through Department resources. These projects ensure that City facilities continue to meet the needs of the community, achieve or exceed their full life expectancy, and attain a high level of energy conservation to reduce energy costs. The Community Services Department strives to foster a sense of community spirit unique to Yellowknife through the delivery of its programs and special events.

## GENERAL FUND - Community Services

Community Services Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Revenue</b>						
Grants	215	336	337	396	115	115
User Charges	2,238	2,319	2,163	2,337	2,397	2,456
<b>Total Revenue</b>	<b>2,453</b>	<b>2,655</b>	<b>2,500</b>	<b>2,733</b>	<b>2,512</b>	<b>2,571</b>
<b>Expenditures (By Division)</b>						
Directorate	884	1,080	1,180	1,389	950	968
Arenas	2,177	2,219	2,271	2,377	2,406	2,462
Fieldhouse	745	834	785	777	791	795
Yellowknife Curling Club	101	114	102	166	173	176
Parks	1,156	1,247	1,239	1,324	1,365	1,394
Library	1,067	1,142	1,142	1,156	1,267	1,304
Pool	1,581	1,637	1,588	1,718	1,778	1,828
Recreation	721	898	913	707	719	732
Wildcat Cafe	18	16	16	20	21	22
City Hall	301	347	347	356	368	380
<b>Total Expenditures (By Division)</b>	<b>8,751</b>	<b>9,534</b>	<b>9,583</b>	<b>9,990</b>	<b>9,838</b>	<b>10,061</b>
<b>Net Revenue (Expenditures)</b>	<b>(6,298)</b>	<b>(6,879)</b>	<b>(7,083)</b>	<b>(7,257)</b>	<b>(7,326)</b>	<b>(7,490)</b>
<b>Expenditure (by Object)</b>						
Wages & Benefits	5,153	5,252	5,286	5,576	5,815	6,010
General Services	882	1,219	1,352	1,368	926	936
Materials	434	425	419	392	401	412
Maintenance	641	750	708	749	768	787
Utility -Fuel	419	527	489	591	568	529
Utility -Power	1,167	1,290	1,257	1,242	1,283	1,309
Vehicle -O&M	56	71	72	72	77	78
Others	(1)	-	-	-	-	-
<b>Total Expenditures (By Object)</b>	<b>8,751</b>	<b>9,534</b>	<b>9,583</b>	<b>9,990</b>	<b>9,838</b>	<b>10,061</b>



## GENERAL FUND - Community Services

Community Services Directorate Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Grants	-	-	-	256	-	-	(1)
User Charges	5	18	15	18	18	18	(2)
<b>Total Revenue</b>	<b>5</b>	<b>18</b>	<b>15</b>	<b>274</b>	<b>18</b>	<b>18</b>	
<b>Expenditures (By Activity)</b>							
Facility Operation	124	123	126	123	126	128	
Legislation & Governance	250	255	260	251	258	264	
Library Services	124	123	126	123	126	128	
Program Delivery	180	178	183	179	182	186	
Public Information/Inquiries	206	201	207	203	208	212	
Street Outreach	-	100	178	360	-	-	(1)
Homeless Day Shelter	-	50	50	50	50	50	
Homelessness Employment Program	-	50	50	100	-	-	
<b>Total Expenditures (By Activity)</b>	<b>884</b>	<b>1,080</b>	<b>1,180</b>	<b>1,389</b>	<b>950</b>	<b>968</b>	
<b>Net Revenue (Expenditures)</b>	<b>(879)</b>	<b>(1,062)</b>	<b>(1,165)</b>	<b>(1,115)</b>	<b>(932)</b>	<b>(950)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	749	739	739	740	759	777	(3)
General Services	126	325	425	635	176	176	(4)
Materials	1	3	3	3	3	3	
Vehicle -O&M	8	13	13	11	12	12	
<b>Total Expenditures (By Object)</b>	<b>884</b>	<b>1,080</b>	<b>1,180</b>	<b>1,389</b>	<b>950</b>	<b>968</b>	

**Note:**

- (1) Government funding to support the Street Outreach Program.
- (2) User charges are advertising revenues from Recreation Guide.
- (3) Includes 0.5 Person-Year for Homelessness Coordinator.
- (4) Includes brochures, Sidedoor Youth Centre lease agreement, spring clean up contacted costs, Yellowknife street outreach services, city's contribution to homelessness day shelter and homelessness employment program.

# GENERAL FUND - Community Services

## FACILITIES DIVISION – ARENAS

The Facilities Division operates and maintains the Yellowknife Community Arena and the Multiplex for community use. The Division is also responsible for the upkeep and maintenance of the Curling Club. This includes maintaining the equipment and structure of the buildings and planning future repairs and

upgrades to the facilities to keep the use of the facilities current to the needs of the community. The Facilities Division works closely with several volunteer recreation associations in scheduling the use of the arenas for both summer bookings and winter skating.

Arenas Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	839	885	771	849	875	901	(1)
<b>Total Revenue</b>	<b>839</b>	<b>885</b>	<b>771</b>	<b>849</b>	<b>875</b>	<b>901</b>	
<b>Expenditures (by Activity)</b>							
Arena Maintenance	1,021	1,041	1,065	1,119	1,128	1,155	
Ice Maintenance	436	445	453	477	482	492	
Plant & Equipment Maintenance	717	732	749	786	792	810	
Rounding	3	1	4	(5)	4	5	
<b>Total Expenditures (By Activity)</b>	<b>2,177</b>	<b>2,219</b>	<b>2,271</b>	<b>2,377</b>	<b>2,406</b>	<b>2,462</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,338)</b>	<b>(1,334)</b>	<b>(1,500)</b>	<b>(1,528)</b>	<b>(1,531)</b>	<b>(1,561)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	942	905	963	1,082	1,114	1,185	(2)
General Services	31	25	24	26	27	27	
Materials	5	5	3	5	5	5	
Maintenance	249	245	235	251	257	263	
Utility -Fuel	226	270	277	315	291	255	
Utility -Power	724	769	769	698	712	727	
<b>Total Expenditures (By Object)</b>	<b>2,177</b>	<b>2,219</b>	<b>2,271</b>	<b>2,377</b>	<b>2,406</b>	<b>2,462</b>	

**Note:**

- (1) The 2017 revenue is estimated to be lower due to the declining user group bookings especially the Recreational Hockey League.
- (2) Starting in 2018, there will be cost reallocation between Fieldhouse and Arenas.



## GENERAL FUND - Community Services

Yellowknife Curling Club Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	-	-	-	-	-	-	
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
YK Curling Club	101	114	102	166	173	176	
<b>Total Expenditures (By Activity)</b>	101	114	102	166	173	176	
<b>Net Revenue (Expenditures)</b>	(101)	(114)	(102)	(166)	(173)	(176)	
<b>Expenditures (By Object)</b>							
Wages & Benefits	9	8	8	8	8	8	
General Services	5	2	7	6	6	6	
Maintenance	32	34	29	35	37	38	
Utility -Fuel	11	24	12	19	20	20	
Utility -Power	44	46	46	98	102	104	
<b>Total Expenditures (By Object)</b>	101	114	102	166	173	176	

## GENERAL FUND - Community Services

### FACILITIES DIVISION – PARKS

The Facilities Division operates and maintains Somba K'e Park, city parks and trails, the Wildcat Café, Fireweed Studio, and outdoor fields for community use. This involves working closely with several volunteer recreation associations to schedule the use of 5 ball diamonds, 3 soccer pitches and 8 tennis courts. The Division also performs the necessary care and maintenance for approximately 20,000 square meters that comprises the Lakeview Cemetery.

In addition, the Division provides services such as delivery of a limited supply of rentable equipment, litter removal in the downtown core, and snow removal in the winter at various city sites and trails. The Facilities Division - Parks also maintains existing equipment in 17 playgrounds and infrastructure within 40 parks/greenspaces, and plans for future community requirements through the budget process.



## GENERAL FUND - Community Services

Parks Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	93	87	50	45	48	48	
<b>Total Revenue</b>	<b>93</b>	<b>87</b>	<b>50</b>	<b>45</b>	<b>48</b>	<b>48</b>	
<b>Expenditures (by Activity)</b>							
Cemetery Maintenance	94	98	98	105	108	111	
Janitorial	10	10	10	11	11	11	
Litter Collection	127	149	148	159	163	168	
Parks Maintenance	195	212	211	225	231	237	
Plant & Equipment Maintenance	114	124	123	132	136	139	
Snow Removal	94	93	93	97	101	103	
Special Events	103	87	87	92	95	96	
Sports Field Maintenance	139	157	155	166	171	175	
Turf Maintenance	278	313	311	332	343	350	
Rounding	2	4	3	5	6	4	
<b>Total Expenditures (By Activity)</b>	<b>1,156</b>	<b>1,247</b>	<b>1,239</b>	<b>1,324</b>	<b>1,365</b>	<b>1,394</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,063)</b>	<b>(1,160)</b>	<b>(1,189)</b>	<b>(1,279)</b>	<b>(1,317)</b>	<b>(1,346)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	766	876	870	937	959	982	(1)
General Services	107	124	124	126	132	131	(2)
Materials	196	151	151	153	156	160	
Maintenance	2	4	3	4	4	4	
Utility -Fuel	7	11	9	11	12	13	
Utility -Power	30	23	24	32	37	38	
Vehicle O&M	48	58	58	61	65	66	
<b>Total Expenditures (By Object)</b>	<b>1,156</b>	<b>1,247</b>	<b>1,239</b>	<b>1,324</b>	<b>1,365</b>	<b>1,394</b>	

**Note:**

- (1) Starting in 2018 there will be an Increase in casual hours for Somba K'e Park.
- (2) Contracted costs.

## GENERAL FUND - Community Services

### FACILITIES DIVISION – FIELDHOUSE

The Facilities Division operates and maintains the Fieldhouse for community use. This includes maintaining the equipment and structure of the building, and planning future repairs and upgrades to keep the use of the facility current to the needs of

the community. The Facilities Division works closely with the Programs Division and several volunteer recreation associations in scheduling the use of the Fieldhouse.

<b>Fieldhouse Budget</b>	<b>2016 Actuals (\$000's)</b>	<b>2017 Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Budget (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2020 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
User Charges	355	335	309	<b>345</b>	356	366	
<b>Total Revenue</b>	<b>355</b>	<b>335</b>	<b>309</b>	<b>345</b>	<b>356</b>	<b>366</b>	
<b>Expenditures (by Activity)</b>							
Fieldhouse	745	834	785	<b>777</b>	791	795	
<b>Total Expenditures (By Activity)</b>	<b>745</b>	<b>834</b>	<b>785</b>	<b>777</b>	<b>791</b>	<b>795</b>	
<b>Net Revenue (Expenditures)</b>	<b>(390)</b>	<b>(499)</b>	<b>(476)</b>	<b>(432)</b>	<b>(435)</b>	<b>(429)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	476	477	483	<b>443</b>	455	464	(1)
General Services	2	3	3	<b>2</b>	2	2	
Materials	11	4	3	<b>4</b>	4	4	
Maintenance	64	95	71	<b>97</b>	100	102	
Utility -Fuel	35	41	45	<b>62</b>	51	41	
Utility -Power	157	214	180	<b>169</b>	179	182	
<b>Total Expenditures (By Object)</b>	<b>745</b>	<b>834</b>	<b>785</b>	<b>777</b>	<b>791</b>	<b>795</b>	

**Note:**

(1) Starting in 2018, there will be cost reallocation between Fieldhouse and Arenas.



## PROGRAMS DIVISION - POOL

The Programs Division manages all recreation programs and events, as well as the Ruth Inch Memorial Pool itself. Pool programs are offered on a seasonal basis according to the demands and the needs of the community. The Division works closely with the public and volunteer organizations, local school boards, and government agencies to enhance water safety, not only in

Yellowknife, but also throughout the Northwest Territories. The programs that are offered include the Red Cross Swim, Lifesaving and Lifeguarding programs, as well as daily swim times for all age groups. This facility also provides rental opportunities to meet the needs of all users and groups from recreation to sport training.

Pool Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Grants	-	-	1	-	-	-	
User Charges	527	494	529	535	544	556	
<b>Total Revenue</b>	<b>527</b>	<b>494</b>	<b>530</b>	<b>535</b>	<b>544</b>	<b>556</b>	
<b>Expenditures (by Activity)</b>							
Guarding	457	471	455	492	511	522	
Instruction	323	335	324	350	363	373	
Operations & Maintenance	803	834	809	874	903	926	
Rounding	(2)	(3)	-	2	1	7	
<b>Total Expenditures (By Activity)</b>	<b>1,581</b>	<b>1,637</b>	<b>1,588</b>	<b>1,718</b>	<b>1,778</b>	<b>1,828</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,054)</b>	<b>(1,143)</b>	<b>(1,058)</b>	<b>(1,183)</b>	<b>(1,234)</b>	<b>(1,272)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,147	1,139	1,125	1,228	1,272	1,312	(1)
General Services	29	25	25	29	30	30	
Materials	137	119	118	117	121	123	
Maintenance	71	101	101	90	92	95	
Utility -Fuel	86	125	90	112	118	120	
Utility -Power	112	128	128	142	145	148	(2)
Vehicle O&M	-	-	1	-	-	-	
Others	(1)	-	-	-	-	-	
<b>Total Expenditures (By Object)</b>	<b>1,581</b>	<b>1,637</b>	<b>1,588</b>	<b>1,718</b>	<b>1,778</b>	<b>1,828</b>	

**Note:**

- (1) Starting in 2018, one additional Lifeguard.
- (2) Cost reallocation of Ice Plant power among Arena, Pool & Curling Club

## GENERAL FUND - Community Services

### PROGRAMS DIVISION - RECREATION

The Programs Division manages all recreation programs, including aquatics and special celebrations. Programs are offered on a seasonal basis according to public request, perceived needs, and instructor availability or interests. The Programs Division strives to

build community spirit and pride, and encourage healthy, active lifestyles among residents. This Division also handles facility bookings and City grant programs.

Recreation Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	107	225	225	31	6	6	(1)
User Charges	363	445	432	486	497	508	
<b>Total Revenue</b>	<b>470</b>	<b>670</b>	<b>657</b>	<b>517</b>	<b>503</b>	<b>514</b>	
<b>Expenditures (by Activity)</b>							
Celebrations	171	211	216	165	168	170	
Indoor Programs	344	431	440	339	345	350	
Outdoor Programs	204	256	262	201	205	209	
Rounding	2	-	(5)	2	1	3	
<b>Total Expenditures (By Activity)</b>	<b>721</b>	<b>898</b>	<b>913</b>	<b>707</b>	<b>719</b>	<b>732</b>	
<b>Net Revenue (Expenditures)</b>	<b>(251)</b>	<b>(228)</b>	<b>(256)</b>	<b>(190)</b>	<b>(216)</b>	<b>(218)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	468	512	502	532	541	551	
General Services	202	281	307	105	105	105	(2)
Materials	51	105	104	70	73	76	(3)
<b>Total Expenditures (By Object)</b>	<b>721</b>	<b>898</b>	<b>913</b>	<b>707</b>	<b>719</b>	<b>732</b>	

#### Note

- (1) In 2016 and 2017, City received federal funding to fund the New Year Celebration in 2016 and Canada 150 Birthday in 2017.
- (2) Program instructors, facility rentals, and contracted costs.
- (3) Program supplies.



### LIBRARY DIVISION

The Library Division is part of the Community Services Department and provides library services to the population of Yellowknife, as well as acting as a resource for the other libraries in the Northwest Territories. This division is responsible for the operation of the Yellowknife Public Library and, in this role, supports the educational and recreational reading, viewing and listening needs of its patrons. It does this by developing and making available a strong collection in a variety of formats, and by offering a wide range of programs designed to enhance the appreciation of literature in its many forms. The Library Manager heads this division and reports to the Director of Community Services.

## GENERAL FUND - Community Services

Library Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	108	111	111	109	109	109	
User Charges	20	19	19	21	21	21	
<b>Total Revenue</b>	<b>128</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>130</b>	
<b>Expenditures (by Activity)</b>							
Building	93	102	102	104	114	117	
Cataloguing	163	174	175	178	195	199	
Circulation	291	311	310	312	343	352	
Collection Development	70	75	75	76	83	86	
Inter-Library Loans	114	122	122	123	137	139	
Internet	52	57	56	56	62	63	
Program Delivery	92	100	100	102	110	114	
Reference	185	200	200	203	222	230	
Rounding	7	1	2	2	1	4	
<b>Total Expenditures (By Activity)</b>	<b>1,067</b>	<b>1,142</b>	<b>1,142</b>	<b>1,156</b>	<b>1,267</b>	<b>1,304</b>	
<b>Net Revenue (Expenditures)</b>	<b>(939)</b>	<b>(1,012)</b>	<b>(1,012)</b>	<b>(1,026)</b>	<b>(1,137)</b>	<b>(1,174)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	563	567	567	577	677	700	(1)
General Services	312	363	363	365	372	380	(2)
Materials	30	32	32	33	33	34	
Maintenance	162	180	180	181	185	190	(3)
<b>Total Expenditures (By Object)</b>	<b>1,067</b>	<b>1,142</b>	<b>1,142</b>	<b>1,156</b>	<b>1,267</b>	<b>1,304</b>	

**Note:**

- (1) Starting from 2019 one additional library assistant
- (2) Occupancy & Janitorial Services
- (3) Building repairs/maintenance, and collection maintenance



## GENERAL FUND - Community Services

### FACILITIES DIVISION – CITY HALL

The Facilities Division operates and maintains the City Hall building in order to ensure that the mechanical, structural, and electrical needs of the facility are met, so that City Hall will realize its full life cycle. This is done through the implementation of a preventative

maintenance program that addresses the requirements of the facility daily, weekly, and monthly, and also through capital upgrades planned for the future needs of the facility.

City Hall Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	26	24	26	26	26	26	
<b>Total Revenue</b>	<b>26</b>	<b>24</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	
<b>Expenditures (by Activity)</b>							
City Hall	301	347	347	356	368	380	
<b>Total Expenditures (By Activity)</b>	<b>301</b>	<b>347</b>	<b>347</b>	<b>356</b>	<b>368</b>	<b>380</b>	
<b>Net Revenue (Expenditures)</b>	<b>(275)</b>	<b>(323)</b>	<b>(321)</b>	<b>(330)</b>	<b>(342)</b>	<b>(354)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	29	26	26	26	26	27	
General Services	67	68	69	71	73	76	(1)
Materials	3	5	5	6	5	6	
Maintenance	57	88	87	88	90	92	
Utility -Fuel	46	52	52	64	68	71	
Utility -Power	99	108	108	101	106	108	
<b>Total Expenditures (By Object)</b>	<b>301</b>	<b>347</b>	<b>347</b>	<b>356</b>	<b>368</b>	<b>380</b>	

**Note**

(1) Janitorial contracted costs and supplies

# GENERAL FUND - Community Services

## FACILITIES DIVISION – WILDCAT CAFÉ

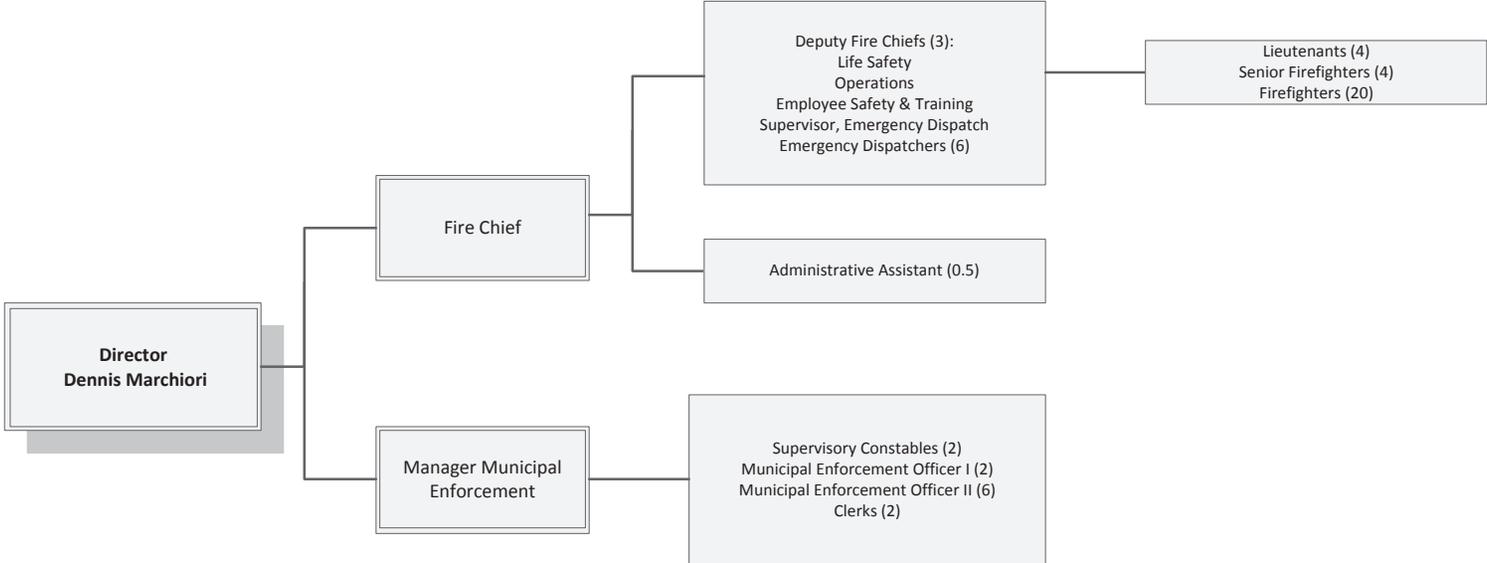
The Facilities Division maintains the Wildcat Café throughout the year. This includes maintaining the equipment and structure of the building and planning future repairs to the facility. This is all done keeping in mind that the facility is a living heritage site and

must be preserved in its original state as long as possible. The Facilities Division also manages the contract for the operation of the Wildcat Café as a restaurant, including initiating a Request for Proposal to secure interested operators.

Wildcat Café Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	10	12	12	12	12	12	
<b>Total Revenue</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	
<b>Expenditures (by Activity)</b>							
Wildcat	18	16	16	20	21	22	
<b>Total Expenditures (By Activity)</b>	<b>18</b>	<b>16</b>	<b>16</b>	<b>20</b>	<b>21</b>	<b>22</b>	
<b>Net Revenue (Expenditures)</b>	<b>(8)</b>	<b>(4)</b>	<b>(4)</b>	<b>(8)</b>	<b>(9)</b>	<b>(10)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	4	3	3	3	4	4	
General Services	1	3	5	3	3	3	
Materials		1		1	1	1	
Maintenance	4	3	2	3	3	3	
Utility -Fuel	8	4	4	8	8	9	
Utility -Power	1	2	2	2	2	2	
<b>Total Expenditures (By Object)</b>	<b>18</b>	<b>16</b>	<b>16</b>	<b>20</b>	<b>21</b>	<b>22</b>	



Department Staffing



Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	
Fire & Ambulance	32.08	38.08	38.08	42.58	42.58	42.58	(1) & (2)
Municipal Enforcement	12.00	12.00	12.00	12.00	12.00	12.00	
	<b>47.08</b>	<b>53.08</b>	<b>53.08</b>	<b>57.58</b>	<b>57.58</b>	<b>57.58</b>	
Permanent	47.08	53.08	53.08	57.58	57.58	57.58	
	<b>47.08</b>	<b>53.08</b>	<b>53.08</b>	<b>57.58</b>	<b>57.58</b>	<b>57.58</b>	

Note

- (1) In 2017 two emergency dispatchers and four firefighters were added. Starting in October 2018 onwards, four additional firefighters will be added. In 2018, the 0.5 Person-Year for Administrative Assistant will be reported under Fire & Ambulance Division. Presently this position is reported under City Clerk.
- (2) Facility Tradesperson =0.08 Person-Year

# GENERAL FUND - Public Safety

## PUBLIC SAFETY DEPARTMENT

The Public Safety Department is responsible for three main service areas: emergency services (fire, ambulance, rescue and hazardous materials), enforcement (municipal enforcement) and

emergency preparedness. The managers who head each division report to the director, who sets the course and objectives for the department.

Public Safety Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	9	-	3	-	-	-	
User Charges	2,734	2,576	2,512	3,104	3,339	3,575	
<b>Total Revenue</b>	<b>2,743</b>	<b>2,576</b>	<b>2,515</b>	<b>3,104</b>	<b>3,339</b>	<b>3,575</b>	
<b>Expenditures (By Division)</b>							
Directorate	574	554	554	565	576	586	
Fire & Ambulance	4,945	5,064	5,008	5,553	6,126	6,365	
Municipal Enforcement	1,391	1,765	1,509	1,515	1,582	1,629	
<b>Total Expenditures (By Division)</b>	<b>6,910</b>	<b>7,383</b>	<b>7,071</b>	<b>7,633</b>	<b>8,284</b>	<b>8,580</b>	
<b>Net Revenue (Expenditures)</b>	<b>(4,167)</b>	<b>(4,807)</b>	<b>(4,556)</b>	<b>(4,529)</b>	<b>(4,945)</b>	<b>(5,005)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	6,108	6,550	6,275	6,784	7,379	7,664	
General Services	175	190	184	203	205	206	
Materials	310	330	329	345	385	388	
Maintenance	55	33	33	43	43	43	
Utility -Fuel	37	46	46	49	53	55	
Utility -Power	62	80	68	66	70	72	
Vehicle -O&M	163	154	136	143	149	152	
<b>Total Expenditures (By Object)</b>	<b>6,910</b>	<b>7,383</b>	<b>7,071</b>	<b>7,633</b>	<b>8,284</b>	<b>8,580</b>	



## GENERAL FUND - Public Safety

Public Safety Directorate	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Expenditures (by Activity)</b>							
Emergency Management	115	105	105	102	104	105	
Legislation & Governance	113	122	122	136	139	141	
Planning	138	111	111	96	98	100	
Program Delivery	104	111	111	124	126	129	
Public Information/Inquiries	104	105	105	107	109	111	
<b>Total Expenditures (By Activity)</b>	<b>574</b>	<b>554</b>	<b>554</b>	<b>565</b>	<b>576</b>	<b>586</b>	
<b>Net Revenue (Expenditures)</b>	<b>(574)</b>	<b>(554)</b>	<b>(554)</b>	<b>(565)</b>	<b>(576)</b>	<b>(586)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	560	548	548	559	570	580	
Materials	14	6	6	6	6	6	
<b>Total Expenditures (By Object)</b>	<b>574</b>	<b>554</b>	<b>554</b>	<b>565</b>	<b>576</b>	<b>586</b>	

## GENERAL FUND - Public Safety

### MUNICIPAL ENFORCEMENT DIVISION

The Municipal Enforcement Division is responsible for the enforcement of numerous City by-laws as well as the Northwest Territories Motor Vehicles Act and the All-Terrain Vehicles Act. Officers conduct patrols by foot, bike, vehicle and snowmobile. The division also maintains approximately 655 on-street parking meters. The division is comprised of:

- a manager who oversees the division, budget and policies
- two supervisory constables who oversee the constables' day-to-day activities, conduct court prosecutions twice a week and deal with public complaints
- six constables who respond to public complaints and proactively enforce City by-laws, the Northwest Territories Motor Vehicles Act and the All-Terrain Vehicles Act
- two constables whose main duty is to enforce parking in the Central Business District. This officer also enforces other by-laws in the Central Business District
- two clerks who do all ticket and other data entry, answer phones, dispatch complaints to officers and deal with the public at the counter



## GENERAL FUND - Public Safety

Municipal Enforcement Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Grants	9	-	3	-	-	-	(1)
User Charges	1,379	1,461	1,391	1,524	1,524	1,524	
<b>Total Revenue</b>	<b>1,388</b>	<b>1,461</b>	<b>1,394</b>	<b>1,524</b>	<b>1,524</b>	<b>1,524</b>	
<b>Expenditures (by Activity)</b>							
Court Duties	123	155	132	134	139	142	
Dog Control	270	344	295	295	308	316	
Licences & Permits	193	245	210	211	220	226	
Parking Enforcement	230	293	251	251	262	270	
Public Information/Inquiries	72	91	78	78	82	84	
Traffic Enforcement	502	637	545	547	571	589	
Rounding	1	-	(2)	(1)	-	2	
<b>Total Expenditures (By Activity)</b>	<b>1,391</b>	<b>1,765</b>	<b>1,509</b>	<b>1,515</b>	<b>1,582</b>	<b>1,629</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3)</b>	<b>(304)</b>	<b>(115)</b>	<b>9</b>	<b>(58)</b>	<b>(105)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,158	1,523	1,285	1,278	1,339	1,384	(2)
General Services	93	93	90	96	98	98	(3)
Materials	86	85	85	86	86	87	(4)
Utility -Fuel	9	5	5	6	7	7	
Utility -Power	6	6	6	5	6	6	
Vehicle O&M	39	53	38	44	46	47	
<b>Total Expenditures (By Object)</b>	<b>1,391</b>	<b>1,765</b>	<b>1,509</b>	<b>1,515</b>	<b>1,582</b>	<b>1,629</b>	

**Note**

- (1) Bike Rodeo donations
- (2) In 2017, \$300,000 is budgeted for hiring Community Safety Officers dependent on legislative changes & receipt of matching funding from GNWT
- (3) Dog pound contracted costs, towing charges and other
- (4) Clothing & uniforms, materials, and parking meter O&M

## GENERAL FUND - Public Safety

### FIRE AND AMBULANCE DIVISION (EMERGENCY OPERATIONS / LIFE SAFETY & PREVENTION)

The Fire and Ambulance Division – Emergency Services is responsible for four areas mandated by Council. These are fire protection, emergency medical, hazardous materials, and rescue. The Fire Chief reports to the Director of Public Safety who oversees the division and provides a level of advice and support.

The Fire and Ambulance Division – Life Safety and Prevention is responsible for the organization and delivery of identified life safety programs that deal with local safety threats to citizens, improvements in emergency response capability and delivery of educational activities that promote a safe community through presentations and use of local media. This division works closely with local authorities such as the City’s Building Inspections Division, GNWT Office of the Fire Marshal, GNWT Electrical/Mechanical Inspections section, GNWT Department of Education, Culture and Employment’s Division of Early Childhood and School Services, as well as building owners and residents on public safety inspection complaints. The division also conducts fire inspections where practical and applicable.



## GENERAL FUND - Public Safety

Fire & Ambulance Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	1,355	1,115	1,121	1,580	1,815	2,051	
<b>Total Revenue</b>	<b>1,355</b>	<b>1,115</b>	<b>1,121</b>	<b>1,580</b>	<b>1,815</b>	<b>2,051</b>	
<b>Expenditures (by Activity)</b>							
<b>Emergency Operations</b>							
Command & Control	1,392	1,414	1,409	1,525	1,687	1,752	
Emergency Response	1,477	1,503	1,496	1,622	1,791	1,860	
Preventative Maintenance	1,008	1,023	1,021	1,159	1,280	1,328	
Training	934	949	945	1,077	1,190	1,236	
Rounding	(8)	(2)	(2)	(6)	(7)	(2)	
<b>Life Safety &amp; Prevention</b>							
Command & Control	45	58	45	57	59	62	
Inspection Services	46	58	45	58	61	63	
Prevention/Life Safety	21	36	20	26	28	29	
Training	29	26	29	35	37	38	
Rounding	1	(1)	-	-	-	(1)	
<b>Total Expenditures (By Activity)</b>	<b>4,945</b>	<b>5,064</b>	<b>5,008</b>	<b>5,553</b>	<b>6,126</b>	<b>6,365</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,590)</b>	<b>(3,949)</b>	<b>(3,887)</b>	<b>(3,973)</b>	<b>(4,311)</b>	<b>(4,314)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	4,390	4,479	4,442	4,947	5,470	5,700	(1)
General Services	82	97	94	107	107	108	(2)
Materials	210	239	238	253	293	295	(3)
Maintenance	55	33	33	43	43	43	
Utility -Fuel	28	41	41	43	46	48	
Utility -Power	56	74	62	61	64	66	
Vehicle O&M	124	101	98	99	103	105	
<b>Total Expenditures (By Object)</b>	<b>4,945</b>	<b>5,064</b>	<b>5,008</b>	<b>5,553</b>	<b>6,126</b>	<b>6,365</b>	

**Note**

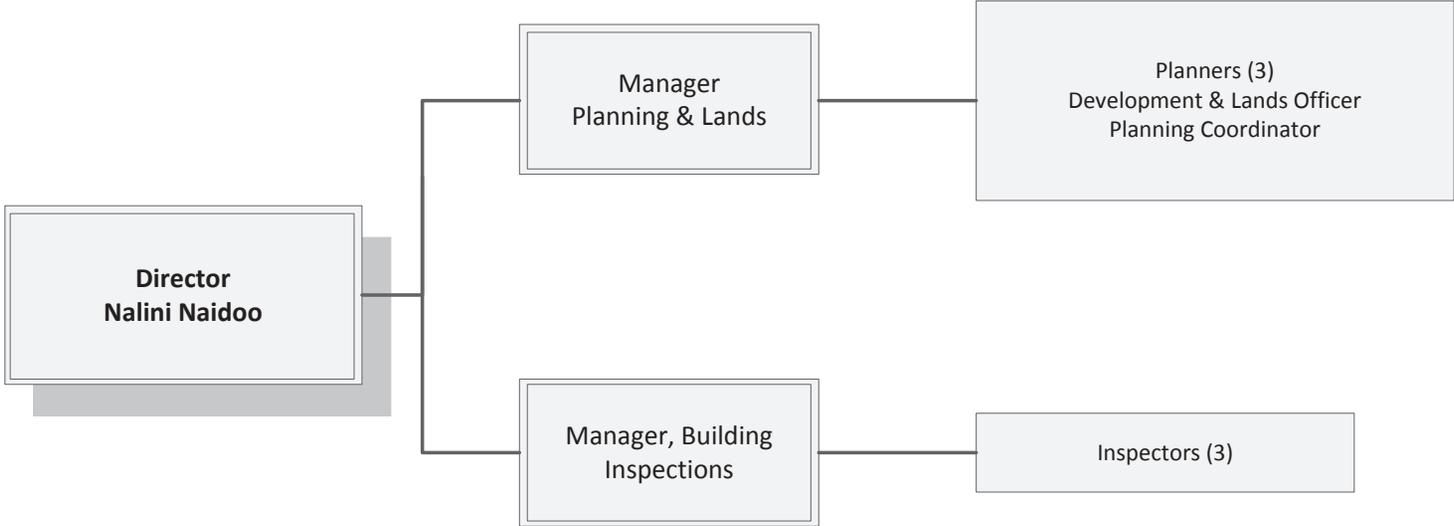
- (1) Two dispatchers and four firefighters were added in 2017. Starting in October 2018 onwards, four additional firefighters will be added.
- (2) Telephone & radio communications, medical director and others.
- (3) Medical materials and supplies, protective gear, uniforms and others.

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# GENERAL FUND - Planning & Development

## Department Staffing



## Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
Directorate	3.00	3.00	3.00	<b>3.00</b>	3.00	3.00	
Building Inspections	3.00	3.00	3.00	<b>3.00</b>	3.00	3.00	
Planning & Lands	5.00	5.00	5.00	<b>5.00</b>	5.00	5.00	
	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	
Permanent	11.00	11.00	11.00	<b>11.00</b>	11.00	11.00	
	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	

# GENERAL FUND - Planning & Development

## PLANNING & DEVELOPMENT DEPARTMENT

The Planning and Development Department oversees land administration, issuance of development and building permits, application of the Zoning By-law and long-range strategic growth,

and the development and design of the City. The Department consists of two divisions which report to the director: the Planning and Lands Division and the Building Inspections Division.

Planning & Development Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	27	-	-	-	-	-	
User Charges	1,437	774	546	772	772	772	
<b>Total Revenue</b>	<b>1,464</b>	<b>774</b>	<b>546</b>	<b>772</b>	<b>772</b>	<b>772</b>	
<b>Expenditures (By Division)</b>							
Directorate	540	538	424	639	583	599	
Planning & Lands	626	663	643	689	764	776	
Building Inspections	294	338	339	350	364	370	
<b>Total Expenditures (By Division)</b>	<b>1,460</b>	<b>1,539</b>	<b>1,406</b>	<b>1,678</b>	<b>1,711</b>	<b>1,745</b>	
<b>Net Revenue (Expenditures)</b>	<b>4</b>	<b>(765)</b>	<b>(860)</b>	<b>(906)</b>	<b>(939)</b>	<b>(973)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	1,333	1,393	1,258	1,459	1,516	1,550	
General Services	76	79	81	154	129	129	
Materials	50	66	66	64	65	65	
Vehicle -O&M	1	1	1	1	1	1	
<b>Total Expenditures (By Object)</b>	<b>1,460</b>	<b>1,539</b>	<b>1,406</b>	<b>1,678</b>	<b>1,711</b>	<b>1,745</b>	



## GENERAL FUND - Planning & Development

Planning & Development Directorate	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Expenditures (by Activity)</b>							
Legislation & Governance	107	108	87	131	120	123	
Long-Range Planning	163	161	126	190	173	178	
Policy Development	163	161	126	190	173	178	
Public Information/Inquiries	107	108	85	128	117	120	
<b>Total Expenditures (By Activity)</b>	<b>540</b>	<b>538</b>	<b>424</b>	<b>639</b>	<b>583</b>	<b>599</b>	
<b>Net Revenue (Expenditures)</b>	<b>(540)</b>	<b>(538)</b>	<b>(424)</b>	<b>(639)</b>	<b>(583)</b>	<b>(599)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	539	524	410	550	569	585	
General Services	1	14	14	89	14	14	
<b>Total Expenditures (By Object)</b>	<b>540</b>	<b>538</b>	<b>424</b>	<b>639</b>	<b>583</b>	<b>599</b>	

## GENERAL FUND - Planning & Development

### PLANNING & LANDS DIVISION

In accordance with the direction provided by Council, the Planning & Lands Division coordinates and facilitates the planning, development, acquisition and disposition of lands within Yellowknife. The Division is responsible for a broad range of professional, administrative and technical services.

These responsibilities include the preparation and realization of long-range land use plans (such as the General Plan and Development Schemes), and the provision of information and policy recommendations on land-related subjects (such as land purchases and sales, land development, urban design guidelines, legislation of other levels of government, and mapping). In addition, a major portion of staff time is devoted to administration of the Zoning By-law which is used to manage building and land use change in accordance with City Council's long-range land use plans. Staff also manage all of the City's land-related transactions, including purchases, sales, leases, agreements and the by-laws required for each.



## GENERAL FUND - Planning & Development

Planning & Lands Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Grants	27	-	-	-	-	-	
User Charges	77	60	60	60	60	60	
<b>Total Revenue</b>	<b>104</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	
<b>Expenditures (by Activity)</b>							
Development Approval Process	124	133	128	138	153	155	
Heritage Committee	38	38	36	38	42	44	
Land Administration	213	226	219	237	262	267	
Land Use Planning	219	233	226	242	268	273	
Legislation & Governance	33	31	30	33	37	37	
Rounding	(1)	2	4	1	2	-	
<b>Total Expenditures (By Activity)</b>	<b>626</b>	<b>663</b>	<b>643</b>	<b>689</b>	<b>764</b>	<b>776</b>	
<b>Net Revenue (Expenditures)</b>	<b>(522)</b>	<b>(603)</b>	<b>(583)</b>	<b>(629)</b>	<b>(704)</b>	<b>(716)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	513	543	521	571	595	607	
General Services	71	59	61	59	109	109	
Materials	42	61	61	59	60	60	
<b>Total Expenditures (By Object)</b>	<b>626</b>	<b>663</b>	<b>643</b>	<b>689</b>	<b>764</b>	<b>776</b>	

# GENERAL FUND - Planning & Development

## BUILDING INSPECTIONS DIVISION

The Building Inspections Division issues building and mechanical permits for all types of buildings. The construction process is followed by inspections to ensure the safety and standards of all new construction in the City of Yellowknife.

The main services provided by Building Inspections Division

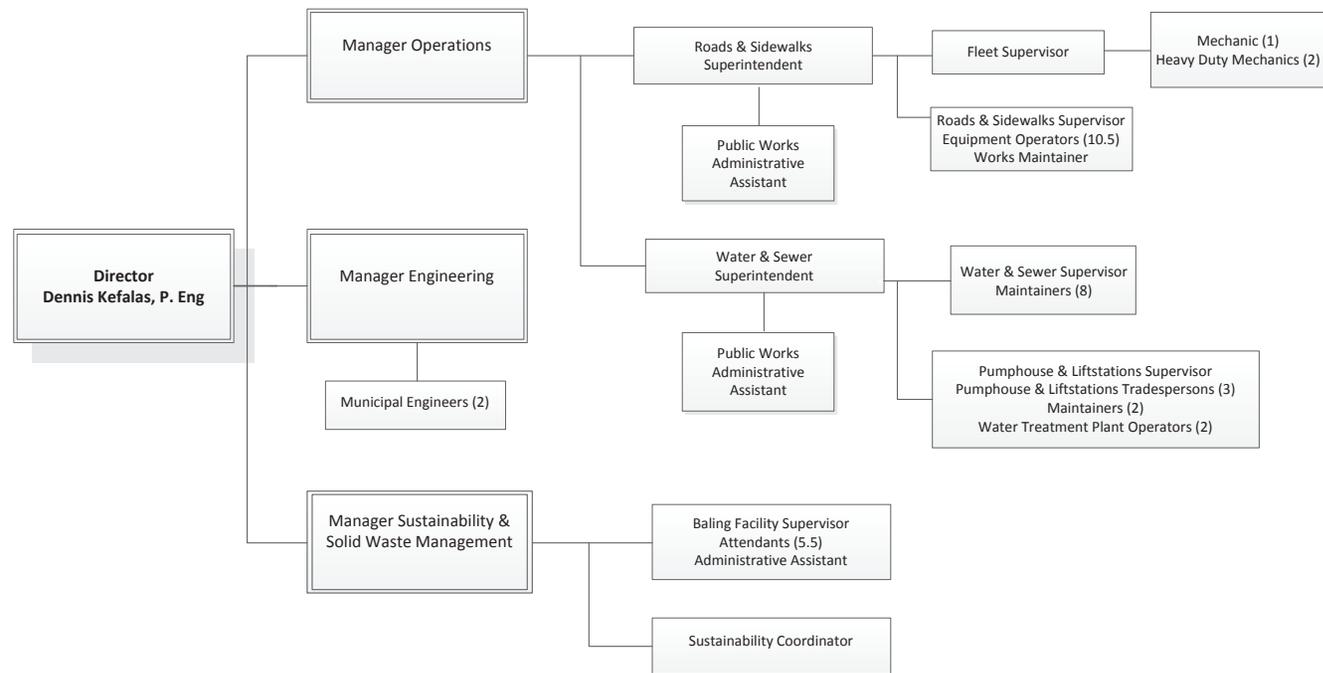
are the issuance of permits and compliance through review, inspection, and enforcement. The division reviews applications to ensure that projects are designed and built in accordance with Building By-law No. 4469, national codes (National Building Code, and National Plumbing Code) and other applicable standards and regulations.

Building Inspections Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1,360	714	486	712	712	712	
<b>Total Revenue</b>	<b>1,360</b>	<b>714</b>	<b>486</b>	<b>712</b>	<b>712</b>	<b>712</b>	
<b>Expenditures (by Activity)</b>							
Complaints & Investigations	29	51	51	53	55	56	
Inspections	109	118	118	122	127	130	
Permit Follow-ups	29	51	51	53	55	56	
Permit Issuance	109	102	102	105	109	111	
Public Information/Inquiries	14	16	16	17	18	18	
Rounding	4	0	1	0	0	(1)	
<b>Total Expenditures (By Activity)</b>	<b>294</b>	<b>338</b>	<b>339</b>	<b>350</b>	<b>364</b>	<b>370</b>	
<b>Net Revenue (Expenditures)</b>	<b>1,066</b>	<b>376</b>	<b>147</b>	<b>362</b>	<b>348</b>	<b>342</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	281	326	327	338	352	358	
General Services	4	6	6	6	6	6	
Materials	8	5	5	5	5	5	
Vehicle O&M	1	1	1	1	1	1	
<b>Total Expenditures (By Object)</b>	<b>294</b>	<b>338</b>	<b>339</b>	<b>350</b>	<b>364</b>	<b>370</b>	



# GENERAL FUND - Public Works & Engineering

## Department Staffing



## Staffing Summary

Staffing Summary	2016 Actual	2017 Budget	2017 Forecast	2018 Budget	2019 Budget	2020 Budget	Note
Directorate	8.00	6.00	6.00	<b>6.00</b>	6.00	6.00	(1) & (2)
City Garage	4.46	4.31	4.31	<b>4.30</b>	4.30	4.30	
Roads & Sidewalks	14.81	15.81	15.81	<b>15.81</b>	15.81	15.81	(2)
Solid Waste Management	8.47	8.26	8.26	<b>8.26</b>	8.26	8.26	(3)
Water and Sewer	19.25	20.25	20.25	<b>20.25</b>	20.25	20.25	(4)
	<b>54.99</b>	<b>54.63</b>	<b>54.63</b>	<b>54.62</b>	<b>54.62</b>	<b>54.62</b>	
Permanent	51.08	51.08	51.08	<b>51.08</b>	51.08	51.08	
Part-time/Casual	3.91	3.55	3.55	<b>3.54</b>	3.54	3.54	
	<b>54.99</b>	<b>54.63</b>	<b>54.63</b>	<b>54.62</b>	<b>54.62</b>	<b>54.62</b>	

### Note

- (1) 2016 included one engineer financed by Capital Fund but since 2017 the engineering tasks for new capital projects have been contracted out to private consultants.
- (2) Administrative Assistant was previously reported under Directorate but starting in 2017, it is reported under Roads & Sidewalks.
- (3) Facility Tradesperson =0.08 Person-Year
- (4) One additional Administrative Assistant starting from 2017

## GENERAL FUND - Public Works & Engineering

### PUBLIC WORKS & ENGINEERING DEPARTMENT

The Department of Public Works & Engineering strives to provide cost-effective and responsive municipal services to the public within the policies, objectives and budget outlined by City Council. The Department delivers programs in three areas: the Engineering Division, the Works Division and the Solid Waste Division.

**The Works Division** carries out the operations and maintenance programs which cover the delivery of basic municipal services, including: piped or trucked water and sewer services to all City residents, garbage collection, maintenance and repair of the City's roadways and sidewalks, and vehicle servicing for all City departments.

**The Engineering Division** delivers and administers the City's capital works programs, which include major construction under the water and sanitation program (such as water treatment and sewage disposal facilities), the roads and sidewalks program (new road construction, paving and concrete work), the land development program and major and minor capital works for other City departments.

**The Solid Waste Division** carries out the disposal of waste in accordance with regulations, and facilitates recycling.

This department is also responsible for the Community Energy Plan initiatives. Within the framework of rising fuel prices and Canada's commitment to reduce greenhouse gas emissions, the City has developed a Community Energy Plan (CEP). In 2017 the City adopted the second version CEP, the scope of which sets targets for both corporate and community emissions reductions

by 2025. The initiatives of the CEP are designed to help the City achieve these goals.



## GENERAL FUND - Public Works & Engineering

Public Works Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	464	421	421	435	439	443	
<b>Total Revenue</b>	<b>464</b>	<b>421</b>	<b>421</b>	<b>435</b>	<b>439</b>	<b>443</b>	
<b>Expenditures (By Division)</b>							
Directorate	749	816	876	856	878	901	
City Garage (Fleet Management)	964	796	761	817	837	857	
Public Transit	1,562	1,648	1,652	1,658	1,704	1,786	
Roads & Sidewalks	3,315	3,733	3,985	3,788	3,871	3,947	
<b>Total Expenditures (By Division)</b>	<b>6,590</b>	<b>6,993</b>	<b>7,274</b>	<b>7,119</b>	<b>7,290</b>	<b>7,491</b>	
<b>Net Revenue (Expenditures)</b>	<b>(6,126)</b>	<b>(6,572)</b>	<b>(6,853)</b>	<b>(6,684)</b>	<b>(6,851)</b>	<b>(7,048)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	2,870	3,033	3,090	3,138	3,206	3,268	
General Services	1,769	2,008	2,230	2,053	2,105	2,200	
Materials	431	516	541	533	544	553	
Maintenance	(4)	5	13	5	5	5	
Utility -Fuel	48	65	65	64	69	72	
Utility -Power	927	984	953	925	944	963	
Vehicle -O&M	1,083	1,162	1,162	1,232	1,276	1,310	
Internal Recoveries	(534)	(780)	(780)	(831)	(859)	(880)	
<b>Total Expenditures (By Object)</b>	<b>6,590</b>	<b>6,993</b>	<b>7,274</b>	<b>7,119</b>	<b>7,290</b>	<b>7,491</b>	

# GENERAL FUND - Public Works & Engineering

Public Works & Engineering & Directorate Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Expenditures (by Activity)</b>							
Capital Planning	104	114	122	119	122	125	
Drafting	82	90	95	93	95	98	
Legislation & Governance	80	82	87	88	89	92	
Project Management	112	122	132	127	131	134	
Public Transit	37	41	44	43	44	45	
Roads & Sidewalks	185	204	220	215	221	226	
Water & Sewer	149	163	176	171	176	181	
<b>Total Expenditures (By Activity)</b>	<b>749</b>	<b>816</b>	<b>876</b>	<b>856</b>	<b>878</b>	<b>901</b>	
<b>Net Revenue (Expenditures)</b>	<b>(749)</b>	<b>(816)</b>	<b>(876)</b>	<b>(856)</b>	<b>(878)</b>	<b>(901)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	730	779	839	820	841	862	
General Services	9	12	11	12	12	13	
Materials	7	21	22	21	22	22	
Vehicle O&M	3	4	4	3	3	4	
<b>Total Expenditures (By Object)</b>	<b>749</b>	<b>816</b>	<b>876</b>	<b>856</b>	<b>878</b>	<b>901</b>	



## GENERAL FUND - Public Works & Engineering

City Garage Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Expenditures (by Activity)</b>							
Fleet Repair & Maintenance	1,121	1,177	1,152	1,229	1,267	1,298	
Garage/Yard Maintenance	318	333	326	349	360	369	
Standby Generators Maintenance	56	61	59	65	66	68	
Maintenance Costs Allocated	(534)	(780)	(780)	(831)	(859)	(880)	(1)
Rounding	3	5	4	5	3	2	
<b>Total Expenditures (By Activity)</b>	<b>964</b>	<b>796</b>	<b>761</b>	<b>817</b>	<b>837</b>	<b>857</b>	
<b>Net Revenue (Expenditures)</b>	<b>(964)</b>	<b>(796)</b>	<b>(761)</b>	<b>(817)</b>	<b>(837)</b>	<b>(857)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	479	523	503	539	548	558	
General Services	52	41	41	42	42	44	
Materials	32	44	29	44	45	46	
Utility -Fuel	48	65	65	64	69	72	
Utility -Power	52	58	58	56	57	58	
Vehicle O&M	835	845	845	903	935	959	
Internal Recoveries	(534)	(780)	(780)	(831)	(859)	(880)	(1)
<b>Total Expenditures (By Object)</b>	<b>964</b>	<b>796</b>	<b>761</b>	<b>817</b>	<b>837</b>	<b>857</b>	

**Note**

(1) Maintenance costs represent the vehicle O&M and fuel costs to be incurred by Fleet Management on behalf of other departments. The costs will be reallocated to other departments.

## GENERAL FUND - Public Works & Engineering

Public Transit Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	440	396	396	410	414	418	
<b>Total Revenue</b>	<b>440</b>	<b>396</b>	<b>396</b>	<b>410</b>	<b>414</b>	<b>418</b>	
<b>Expenditures (by Activity)</b>							
Transit Operations	1,562	1,648	1,652	1,658	1,704	1,786	
<b>Total Expenditures (By Activity)</b>	<b>1,562</b>	<b>1,648</b>	<b>1,652</b>	<b>1,658</b>	<b>1,704</b>	<b>1,786</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,122)</b>	<b>(1,252)</b>	<b>(1,256)</b>	<b>(1,248)</b>	<b>(1,290)</b>	<b>(1,368)</b>	
<b>Expenditures (By Object)</b>							
General Services	1,556	1,638	1,639	1,645	1,691	1,773	(1)
Materials	6	5	5	8	8	8	
Maintenance	-	5	8	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>1,562</b>	<b>1,648</b>	<b>1,652</b>	<b>1,658</b>	<b>1,704</b>	<b>1,786</b>	

**Note:**

(1) Transit contracted costs



## GENERAL FUND - Public Works & Engineering

Roads & Sidewalks Budget	2016	2017	2017	2018	2019	2020	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	24	25	25	25	25	25	
<b>Total Revenue</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	
<b>Expenditures (by Activity)</b>							
Administrative Support	-	86	92	87	87	90	(1)
Snow & Ice Control	1,203	1,311	1,401	1,332	1,361	1,385	
Storm/Ditch Maintenance	245	306	327	314	320	326	
Street Maintenance	532	582	621	588	605	618	
Street Sweeping	176	235	252	239	246	249	
Traffic Signals/Lighting /Marking	1,157	1,206	1,288	1,222	1,249	1,274	
Rounding	2	7	4	6	3	5	
<b>Total Expenditures (By Activity)</b>	<b>3,315</b>	<b>3,733</b>	<b>3,985</b>	<b>3,788</b>	<b>3,871</b>	<b>3,947</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,291)</b>	<b>(3,708)</b>	<b>(3,960)</b>	<b>(3,763)</b>	<b>(3,846)</b>	<b>(3,922)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,661	1,731	1,748	1,779	1,817	1,848	
General Services	152	317	539	354	360	370	(2)
Materials	386	446	485	460	469	477	
Maintenance	(4)	-	5	-	-	-	
Utility -Power	875	926	895	869	887	905	(3)
Vehicle O&M	245	313	313	326	338	347	
<b>Total Expenditures (By Object)</b>	<b>3,315</b>	<b>3,733</b>	<b>3,985</b>	<b>3,788</b>	<b>3,871</b>	<b>3,947</b>	

**Note:**

- (1) Administrative Assistant was previously budgeted under PW & Engineering Directorate and starting in 2017, it is under Roads & Sidewalks.
- (2) Road patching & snow removal contracted costs
- (3) Street and traffic lights

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## SOLID WASTE MANAGEMENT FUND

The Solid Waste Facility (SWF) is responsible for the disposal of waste in accordance with regulations and facilitates recycling.

Solid Waste Management Fund Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Government Grants	8	-	-	-	-	-	
User Charges							
Solid Waste Levy	950	971	1,000	979	1,008	1,039	(1)
Tipping Fees	2,083	2,059	2,030	2,149	2,200	2,253	(1)
Sales of Recyclables	83	100	130	100	100	100	
<b>Total Revenue</b>	<b>3,124</b>	<b>3,130</b>	<b>3,160</b>	<b>3,228</b>	<b>3,308</b>	<b>3,392</b>	
Allocated to Capital	(278)	-	-	-	-	-	
<b>Net Revenue</b>	<b>2,846</b>	<b>3,130</b>	<b>3,160</b>	<b>3,228</b>	<b>3,308</b>	<b>3,392</b>	
<b>Expenditures (By Activity)</b>							
Waste Collection	315	341	341	349	357	366	
Waste Processing	1,178	1,296	1,277	1,329	1,363	1,395	
Waste Recycling	504	401	399	411	421	432	
Site Restoration/Closure							
Annual Accrual	596	420	600	693	693	693	
Amortization	658	1,051	1,075	1,131	1,090	1,090	
<b>Total Expenditures</b>	<b>3,251</b>	<b>3,509</b>	<b>3,692</b>	<b>3,913</b>	<b>3,924</b>	<b>3,976</b>	
<b>Net Revenue (Expenditures)</b>	<b>(405)</b>	<b>(379)</b>	<b>(532)</b>	<b>(685)</b>	<b>(616)</b>	<b>(584)</b>	

# SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund Budget	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Interfund Transfers</b>							
(To) From General Fund	-	(326)	(326)	(334)	(342)	(351)	(2)
<b>Total Interfund Transfers</b>	-	<b>(326)</b>	<b>(326)</b>	<b>(334)</b>	<b>(342)</b>	<b>(351)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(405)	(705)	(858)	(1,019)	(958)	(935)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	658	1,051	1,075	1,131	1,090	1,090	
<b>Change in Fund Balance</b>	<b>253</b>	<b>346</b>	<b>217</b>	<b>112</b>	<b>132</b>	<b>155</b>	
<b>Opening Balance</b>	<b>(16,630)</b>	<b>(16,548)</b>	<b>(16,377)</b>	<b>(16,160)</b>	<b>(16,048)</b>	<b>(15,916)</b>	
<b>Closing Balance</b>	<b>(16,377)</b>	<b>(16,202)</b>	<b>(16,160)</b>	<b>(16,048)</b>	<b>(15,916)</b>	<b>(15,761)</b>	(3)
<b>Expenditures (By Object)</b>							
Wages & Benefits	950	985	985	1,014	1,040	1,063	
General Services	768	677	677	694	710	728	
Materials	38	59	59	60	61	63	
Maintenance	76	84	84	86	89	91	
Utility -Fuel	34	54	33	74	76	78	
Utility -Power	62	82	82	68	69	71	
Vehicle O&M & Fuel	69	97	97	93	96	99	
Amortization	658	1,051	1,075	1,131	1,090	1,090	
Others (Landfill Closure Accrual)	596	420	600	693	693	693	
<b>Total Expenditures (By Object)</b>	<b>3,251</b>	<b>3,509</b>	<b>3,692</b>	<b>3,913</b>	<b>3,924</b>	<b>3,976</b>	

## Note

- (1) Revenues are based on the assumption that the user fee rates will increase at 2.5% per year from 2018 to 2020.
- (2) The administration fee transferred to the General Fund is based on estimated cost of administrative services provided to the SWM Fund.
- (3) Largely due to the increase in landfill closure liability of \$16.1M in 2014 and annual accruals in the range of \$0.4M in 2015 to \$0.7M in 2018.



## WATER & SEWER FUND

The Water & Sewer Fund's activities include all aspects of establishing, operating and maintaining buildings, equipment and work related to the supply and treatment of potable water, distribution of potable water, and collection, treatment and disposal of sewage. These costs are recovered through charges to service users.

<b>Water and Sewer Fund Budget</b>							
	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Government Grants	224	224	281	<b>281</b>	281	281	
User Charges							
Piped Water	6,839	7,124	7,251	<b>7,428</b>	7,747	8,079	(1)
Trucked Water	1,251	1,271	1,271	<b>1,326</b>	1,384	1,444	(1)
Other User Charges	100	106	106	<b>107</b>	112	116	(2)
<b>Total Revenue</b>	<b>8,414</b>	<b>8,725</b>	<b>8,909</b>	<b>9,142</b>	<b>9,524</b>	<b>9,920</b>	
Allocated to Capital	(778)	(778)	(778)	<b>(778)</b>	(1,000)	(1,300)	
<b>Net Revenue</b>	<b>7,636</b>	<b>7,947</b>	<b>8,131</b>	<b>8,364</b>	<b>8,524</b>	<b>8,620</b>	
<b>Expenditures (By Activity)</b>							
Sewage Disposal	1,861	1,963	1,951	<b>2,002</b>	2,058	2,103	
Water Distribution	4,480	5,189	4,869	<b>5,108</b>	5,252	5,378	
Labour & Vehicle O&M	(204)	(371)	(225)	<b>(377)</b>	(384)	(395)	
Amortization	5,338	5,425	5,572	<b>5,877</b>	6,108	6,201	
<b>Total Expenditures</b>	<b>11,475</b>	<b>12,206</b>	<b>12,167</b>	<b>12,609</b>	<b>13,034</b>	<b>13,287</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,839)</b>	<b>(4,259)</b>	<b>(4,036)</b>	<b>(4,245)</b>	<b>(4,510)</b>	<b>(4,667)</b>	

# WATER & SEWER FUND

Water and Sewer Fund Budget							
	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Interfund Transfers</b>							
(To) From General Fund	(1,154)	(1,183)	(1,183)	<b>(1,213)</b>	(1,243)	(1,274)	
<b>Total Interfund Transfers</b>	<b>1,154</b>	<b>1,183</b>	<b>1,183</b>	<b>1,213</b>	<b>1,243</b>	<b>1,274</b>	(3)
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(4,993)	(5,442)	(5,219)	<b>(5,458)</b>	(5,753)	(5,941)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	5,338	5,425	5,572	<b>5,877</b>	6,108	6,201	
<b>Change in Fund Balance</b>	<b>345</b>	<b>(17)</b>	<b>353</b>	<b>419</b>	<b>355</b>	<b>260</b>	
<b>Opening Balance</b>	<b>(1,135)</b>	<b>(956)</b>	<b>(790)</b>	<b>(437)</b>	<b>(18)</b>	<b>337</b>	
<b>Closing Balance</b>	<b>(790)</b>	<b>(973)</b>	<b>(437)</b>	<b>(18)</b>	<b>337</b>	<b>597</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	2,154	2,201	2,134	<b>2,260</b>	2,330	2,391	(4)
General Services	1,594	1,724	1,732	<b>1,907</b>	1,951	1,992	
Materials	441	370	370	<b>377</b>	387	394	
Maintenance	72	71	71	<b>73</b>	75	76	
Utility -Fuel	315	486	557	<b>434</b>	463	480	
Utility -Power	1,453	1,808	1,610	<b>1,551</b>	1,584	1,613	(5)
Vehicle O&M & Fuel	108	121	121	<b>130</b>	136	140	
Amortization	5,338	5,425	5,572	<b>5,877</b>	6,108	6,201	
	<b>11,475</b>	<b>12,206</b>	<b>12,167</b>	<b>12,609</b>	<b>13,034</b>	<b>13,287</b>	

**Notes:**

- (1) Piped and Trucked Water - See the following schedule of water and sewer rates based on the rate increases of 4% each year from 2017 to 2019 for the estimated consumption and revenue.
- (2) Other user charges are mainly from utilities penalties.
- (3) The Water and Sewer Fund pays an administration fee to the General Fund.
- (4) One new PY for Administrative Assistant starting from 2017 onwards.
- (5) Mostly Water Delivery & Sewage Pumpout Contracted Costs



## LAND DEVELOPMENT FUND

This Fund's activities include all aspects of acquiring, developing, and disposing of municipal lands including the following:

- Preparation of conceptual development plans and comprehensive plans for development areas
- Property appraisal, legal survey and mapping work related to lands for disposal, as well as engineering and constructing infrastructure required in the development area
- Recovery, through the sale of public lands, of all direct, indirect and associated costs related to municipal lands in accordance with the Land Administration By-law
- Utility infrastructure installed on public rights-of-way in new subdivisions/development areas will become the responsibility of the Water and Sewer Fund upon final acceptance by the City. Until that time, it is the responsibility of the Land Development Fund.

Land Development Fund	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges							
Land Leases & Other Revenue	447	370	382	385	387	389	
Land Sales	7,602	4,899	2,273	2,792	3,600	3,926	(1)
<b>Total Revenue</b>	<b>8,049</b>	<b>5,269</b>	<b>2,655</b>	<b>3,177</b>	<b>3,987</b>	<b>4,315</b>	
<b>Expenditures (By Activity)</b>							
Land	1,590	1,221	739	837	1,311	1,619	(2)
<b>Total Expenditures</b>	<b>1,590</b>	<b>1,221</b>	<b>739</b>	<b>837</b>	<b>1,311</b>	<b>1,619</b>	
<b>Net Revenue (Expenditure)</b>	<b>6,459</b>	<b>4,048</b>	<b>1,916</b>	<b>2,340</b>	<b>2,676</b>	<b>2,696</b>	

# LAND DEVELOPMENT FUND

Land Development Fund	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Interfund Transfers</b>							
(To) From General Fund	(179)	(184)	(184)	(189)	(193)	(198)	(3)
(To) From Reserve	(1,960)	(1,545)	(692)	(878)	(1,120)	(1,218)	(4)
(To) From Capital Fund	(2,519)	(3,650)	(3,650)	(2,500)	(2,500)	(2,500)	(5)
<b>Total Interfund Transfers</b>	<b>(4,658)</b>	<b>(5,379)</b>	<b>(4,526)</b>	<b>(3,567)</b>	<b>(3,813)</b>	<b>(3,916)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,801	(1,331)	(2,610)	(1,227)	(1,137)	(1,220)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	61	-	-	-	-	-	
<b>Change in Fund Balance</b>	<b>1,862</b>	<b>(1,331)</b>	<b>(2,610)</b>	<b>(1,227)</b>	<b>(1,137)</b>	<b>(1,220)</b>	
<b>Opening Balance</b>	<b>2,591</b>	<b>4,063</b>	<b>4,453</b>	<b>1,843</b>	<b>616</b>	<b>(521)</b>	
<b>Closing Balance</b>	<b>4,453</b>	<b>2,732</b>	<b>1,843</b>	<b>616</b>	<b>(521)</b>	<b>(1,741)</b>	

## Note

- (1) Land Sales for 2018 to 2020 are based on selling parcels of Grace Lake South, Hordal-Bagon, Niven Lake Phase 5 & 7, Engle Business District #2, and Enterprise Drive over the next three years.
- (2) When land from the land inventory is resold, the value of the land is shown as an expenditure.
- (3) According to budget policies, a minimum of \$100,000 will be transferred from the Land to the General Fund, if the fund has achieved the minimum balance set out in the Stabilization Policy and the minimum balance is no less than nil. But the actual transfer is based on estimated administrative costs.
- (4) Starting 2016, 30% of land sales has been transferred to the Revitalization Initiative Reserve to target land assembly that supports revitalization initiatives within targeted areas.
- (5) The infrastructure development cost was/will be reported as investment in capital assets so related amount was/ will be transferred to Capital Fund. Projects for next three years:
  - development of Niven Ravine Lake multi-use trails;
  - paving of Grace Lake North and Engle Business District #1; and
  - paving of Deh Cho Blvd. in stages.



## SERVICE CONNECTION FAILURE ASSISTANCE FUND

### Overview

The Service Connection Failure Assistance Fund (SCFA) was set up as a type of insurance coverage for residents who have a problem with their water and sewer service.

Water and sewer service connection failures are generally due to freezing water lines. The cost of carrying out emergency repairs, especially in winter weather conditions, can exceed \$10,000. The SCFA fund also applies to sewer service connection failures, and helps cover the costs associated with fixing sewer connections.

Council established the SCFA program to provide municipal service customers with affordable insurance to cover repair costs.

The majority of customers participate in the program which, in the event of a failure, covers repair costs above \$1,000 and up to a maximum of \$25,000. The property owner pays the first \$1,000 (the deductible) and all costs exceeding \$25,000. The premium, currently set at \$10.00 per equivalent residential unit per month, is collected through a levy on the City water bill.

The program applies to failure of water or sewer services that occur between the building foundation and the City main. To qualify for the program a customer must have:

- a properly installed, operated and maintained freeze protection system
- water and sewer service connections in accordance with the applicable by-laws and codes

The costs that are covered under the program are those associated with the excavation, water and sewer repair or replacement, backfilling, placement of topsoil on the customer's property, pavement and sidewalk repair on City roadways.

### Standard Water and Sewer Service Connection

In 1984 the City adopted the two-line circulation system as its standard water service connection, which proved to be the most cost-effective freeze protection system available. The system consists of two insulated copper lines connected by a small pump located in a heated area inside the premises, which continuously circulates water back to the City main to prevent freezing. Some downtown blocks also utilize a two-line water system, but with an orifice system rather than a circulating pump. The orifice system works on the pressure differential of supply and return lines.

Prior to 1984 a variety of freeze protection systems were being installed. These were typically single lines with bleeders, heat tape, or the Aquaflow system to provide freeze protection.

The problems with the freeze protection systems associated with single line services are:

- Bleeders waste a huge volume of treated water and add to the volume of sewage that must be pumped to the sewage lagoon. This wasted water can affect the volumes stipulated under the City's mandated water licence.
- Heat tape has a relatively short lifespan and leads to frequent freezeup problems.
- The Aquaflow system is noisy and, as the system pumps water into the City's potable water system, it is not tamper-proof.

As the City continues to reconstruct streets and services in older sections, service connections are upgraded to the current standard. Water and sewer service connections that are repaired under the SCFA are upgraded to the current standard, as well.

## SERVICE CONNECTION FAILURE ASSISTANCE FUND

The Water & Sewer Fund's activities include all aspects of establishing, operating and maintaining buildings, equipment and work related to the supply and treatment of potable water, distribution of potable water, and collection, treatment and disposal of sewage. These costs are recovered through charges to service users.

<b>Service Connection Failure Assistance Fund Budget</b>	<b>2016 Actuals (\$000's)</b>	<b>2017 Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Budget (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2020 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
User Charges							
Insurance Premium	1,199	1,204	1,204	1,206	1,212	1,218	
Insurance Deductible	53	36	36	36	36	36	
<b>Total Revenue</b>	<b>1,252</b>	<b>1,240</b>	<b>1,240</b>	<b>1,242</b>	<b>1,248</b>	<b>1,254</b>	
<b>Expenditures (By Activity)</b>							
Contracted Services	252	724	724	660	651	642	
Materials	96	134	134	186	187	188	
Labour & Equipment	312	382	382	396	410	424	(1)
<b>Total Expenditures</b>	<b>660</b>	<b>1,240</b>	<b>1,240</b>	<b>1,242</b>	<b>1,248</b>	<b>1,254</b>	
<b>Net Revenue (Expenditure)</b>	<b>592</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Interfund Transfers</b>							
<b>Total Interfund Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Change in Fund Balance</b>	<b>592</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Opening Balance</b>	<b>74</b>	<b>203</b>	<b>666</b>	<b>666</b>	<b>666</b>	<b>666</b>	
<b>Closing Balance</b>	<b>666</b>	<b>203</b>	<b>666</b>	<b>666</b>	<b>666</b>	<b>666</b>	

**Note:**

(1) Labour and equipment are the internal charges from the Water and Sewer Fund.



Capital Fund Summary							
	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Revenue</b>							
Taxation	1,978	-	-	-	1,700	1,700	
Government Transfers							
Formula Funding	7,713	7,713	7,753	7,753	7,753	7,753	
Other Grants	7,991	17,819	18,631	14,360	9,298	15,067	
User Charges	2,828	2,558	2,578	2,610	2,847	3,162	
<b>Total Revenue</b>	<b>20,510</b>	<b>28,090</b>	<b>28,962</b>	<b>24,723</b>	<b>21,598</b>	<b>27,682</b>	
<b>Expenditures</b>							
Fleet Management	1,653	1,090	2,582	1,127	1,227	1,326	
General Government	909	948	1,414	1,077	845	601	
Community Services	213	705	1,534	1,130	8,057	23,304	
Public Safety	372	569	565	581	448	405	
Planning & Development	352	325	572	100	2,500	2,500	
Public Works	3,099	3,743	4,322	5,005	4,705	3,791	
Solid Waste Management	3,807	775	1,487	850	400	440	
Community Energy Plan (CEP)	337	1,305	3,217	400	1,020	520	
Water & Sewer	5,575	16,515	17,537	14,241	6,591	26,816	
Land Fund Projects	2,519	3,650	3,650	1,250	2,500	2,500	
Projects Carry Forward	-	2,002	-	373	-	-	
<b>Total Expenditures</b>	<b>18,836</b>	<b>31,627</b>	<b>36,880</b>	<b>26,134</b>	<b>28,293</b>	<b>62,203</b>	
<b>Net Revenue (Expenditures)</b>	<b>1,674</b>	<b>(3,537)</b>	<b>(7,918)</b>	<b>(1,411)</b>	<b>(6,695)</b>	<b>(34,521)</b>	
<b>Debtenture Proceeds</b>	-	-	-	-	12,000	42,000	(1)
<b>Debt Principal Repayments</b>	(1,460)	(1,507)	(1,507)	(1,556)	(1,900)	(3,594)	(2)
<b>Debtenture Total</b>	<b>(1,460)</b>	<b>(1,507)</b>	<b>(1,507)</b>	<b>(1,556)</b>	<b>10,100</b>	<b>38,406</b>	
<b>Interfund Transfers</b>							
To Reserves	(2,218)	(700)	(700)	(2,040)	(2,040)	(2,130)	
From Reserves	2,138	1,763	3,588	1,829	3,572	6,547	
From Land Development Fund	2,519	3,650	3,650	2,500	2,500	2,500	
<b>Total Interfund Transfers</b>	<b>2,439</b>	<b>4,713</b>	<b>6,538</b>	<b>2,289</b>	<b>4,032</b>	<b>6,917</b>	
<b>Change in Fund Balance</b>	<b>2,653</b>	<b>(331)</b>	<b>(2,887)</b>	<b>(678)</b>	<b>7,437</b>	<b>10,802</b>	
<b>Opening Balance</b>	<b>5,968</b>	<b>6,375</b>	<b>8,621</b>	<b>5,734</b>	<b>5,056</b>	<b>12,493</b>	
<b>Closing Balance</b>	<b>8,621</b>	<b>6,044</b>	<b>5,734</b>	<b>5,056</b>	<b>12,493</b>	<b>23,295</b>	

**Note:**

- (1) In 2019 and 2020, The City will plan to borrow the following loans to finance two capital projects:  
 Submarine intake line replacement- \$1M in 2019 and \$19M in 2020  
 New aquatic centre- \$11M in 2019 and \$23M in 2020
- (2) Debt principle repayments in 2019 and 2020 including annual payments of the existing debts and the new loans that the City is planning to borrow.  
 (please refer to the Long-term Debt chapter for details)

# CAPITAL FUND

Capital Fund Expenditures	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>General Government</b>						
Policy, Communication & Economic Development	44	350	350	345	-	-
Information Technology	865	598	1,064	732	845	601
Debenture Interest	-	-	-	-	-	-
<b>Total General Government</b>	<b>909</b>	<b>948</b>	<b>1,414</b>	<b>1,077</b>	<b>845</b>	<b>601</b>
<b>Community Services</b>						
Directorate	-	65	65	-	-	-
Arenas	45	-	-	160	-	-
Library	-	-	57	-	-	-
Parks	133	462	1,125	420	1,105	320
Pool & Recreation	2	-	15	225	6,770	22,975
Wildcat Café	-	-	-	-	-	-
City Hall	12	-	94	210	-	-
Fieldhouse	-	160	160	100	170	-
Debenture Interest	21	18	18	15	12	9
<b>Total Community Services</b>	<b>213</b>	<b>705</b>	<b>1,534</b>	<b>1,130</b>	<b>8,057</b>	<b>23,304</b>
<b>Planning &amp; Development</b>						
Planning & Development	352	325	572	100	2,500	2,500
<b>Total Planning &amp; Development</b>	<b>352</b>	<b>325</b>	<b>572</b>	<b>100</b>	<b>2,500</b>	<b>2,500</b>
<b>Public Safety</b>						
Directorate	126	125	136	125	150	150
Municipal Enforcement	76	5	5	-	-	-
Fire & Ambulance	170	439	424	456	298	255
<b>Total Public Safety</b>	<b>372</b>	<b>569</b>	<b>565</b>	<b>581</b>	<b>448</b>	<b>405</b>
<b>Public Works</b>						
Fleet Management	1,653	1,090	2,582	1,127	1,227	1,326
Engineering & Garage	-	-	17	-	1,275	-
Public Transit	-	293	175	-	-	91
Road Rehabilitation	3,099	3,450	4,130	5,005	3,430	3,700
<b>Total Public Works</b>	<b>4,752</b>	<b>4,833</b>	<b>6,904</b>	<b>6,132</b>	<b>5,932</b>	<b>5,117</b>



Capital Fund Expenditures	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Solid Waste</b>						
Landfill/Baling	3,807	775	1,487	850	400	440
Community Energy Plan (CEP)	337	1,305	3,217	400	1,020	520
<b>Total Solid Waste</b>	<b>4,144</b>	<b>2,080</b>	<b>4,704</b>	<b>1,250</b>	<b>1,420</b>	<b>960</b>
<b>Water &amp; Sewer</b>						
Pumphouses/Liftstations/Forcemains/Federal Funded Projects	4,936	15,918	16,940	13,691	5,925	25,222
Debenture Interest	639	597	597	550	666	1,594
<b>Total Water &amp; Sewer</b>	<b>5,575</b>	<b>16,515</b>	<b>17,537</b>	<b>14,241</b>	<b>6,591</b>	<b>26,816</b>
Land Fund Projects	2,519	3,650	3,650	1,250	2,500	2,500
<b>Capital Project Carry Forwards</b>	-	2,002	-	373	-	-
<b>Total Capital Expenditures</b>	<b>18,836</b>	<b>31,627</b>	<b>36,880</b>	<b>26,134</b>	<b>28,293</b>	<b>62,203</b>

# CAPITAL FUND

Capital Financing	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Property Taxation</b>						
Debt						
Principal	1,460	1,507	1,507	1,556	1,900	3,594
Interest	660	615	615	565	678	1,603
Additional	(142)	(2,122)	(2,122)	(2,121)	(878)	(3,497)
<b>Total Property Taxation</b>	<b>1,978</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,700</b>	<b>1,700</b>

Capital Financing	2016 Actual (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)
<b>Formula Funding</b>						
<b>Capital Projects:</b>						
General Government	100	70	70	280	-	-
Community Services	141	437	437	804	1,050	170
Planning & Development	290	250	-	100	1,000	1,000
Public Safety	373	569	469	581	448	405
Public Works	1,020	866	866	1,444	2,395	1,581
Community Energy Plan	236	120	120	400	120	120
Solid Waste Management	1,925	75	75	774	400	440
Water & Sewer	-	967	967	292	-	-
<b>Reserves:</b>						
Information Technology	500	700	700	700	700	700
Mobile Equipment	1,306	-	-	1,340	1,340	1,430
	<b>5,891</b>	<b>4,054</b>	<b>3,704</b>	<b>6,715</b>	<b>7,453</b>	<b>5,846</b>
<b>Debt Payment / others</b>	<b>1,822</b>	<b>3,659</b>	<b>4,049</b>	<b>1,038</b>	<b>300</b>	<b>1,907</b>
<b>Total Formula Funding</b>	<b>7,713</b>	<b>7,713</b>	<b>7,753</b>	<b>7,753</b>	<b>7,753</b>	<b>7,753</b>
<b>Annual Contribution</b>	<b>7,713</b>	<b>7,713</b>	<b>7,753</b>	<b>7,753</b>	<b>7,753</b>	<b>7,753</b>



<b>Capital Financing</b>	<b>2016 Actual (\$000's)</b>	<b>2017 Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Budget (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2020 Budget (\$000's)</b>
<b>Other Grants</b>						
Government of Canada						
Gas Tax Rebate	5,273	5,272	5,272	5,511	5,511	5,511
Community Capacity Building Fund	273	-	-	-	-	-
Clean Water & Wastewater Fund & Public Tran. Infrastructure Fund	-	9,807	9,769	6,132	319	-
Building Canada Fund	-	-	-	11	1,013	7,126
Others	-	430	430	150	-	-
Government of NWT						
Community Public Infrastructure Funding	2,210	2,210	2,210	2,210	2,210	2,210
MACA Recreation Grant	51	80	80	80	80	80
Others	75	-	-	-	-	-
Others	109	20	870	266	165	140
<b>Total Other Grants</b>	<b>7,991</b>	<b>17,819</b>	<b>18,631</b>	<b>14,360</b>	<b>9,298</b>	<b>15,067</b>

<b>Capital Financing</b>	<b>2016 Actual (\$000's)</b>	<b>2017 Budget (\$000's)</b>	<b>2017 Forecast (\$000's)</b>	<b>2018 Budget (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2020 Budget (\$000's)</b>
<b>User Charges</b>						
Solid Waste Allocation						
Mobile Equipment Reserve	278	-	-	-	-	-
	<b>278</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Water & Sewer Allocation	778	778	778	778	1,000	1,300
	<b>778</b>	<b>778</b>	<b>778</b>	<b>778</b>	<b>1,000</b>	<b>1,300</b>
Other						
Water & Sewer Infrastructure Levy	1,772	1,780	1,800	1,832	1,847	1,862
	<b>1,772</b>	<b>1,780</b>	<b>1,800</b>	<b>1,832</b>	<b>1,847</b>	<b>1,862</b>
<b>Total User Charges</b>	<b>2,828</b>	<b>2,558</b>	<b>2,578</b>	<b>2,610</b>	<b>2,847</b>	<b>3,162</b>

# CAPITAL FUND

<b>Capital Financing</b>	<b>2016</b>	<b>2017</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>(\$000's)</b>	<b>(\$000's)</b>	<b>(\$000's)</b>	<b>(\$000's)</b>	<b>(\$000's)</b>	<b>(\$000's)</b>
<b>Interfund Transfers</b>						
<b>To Reserves:</b>						
Information Technology	(500)	(700)	(700)	(700)	(700)	(700)
Major Community Facility	-	-	-	-	-	-
Mobile Equipment	(1,718)	-	-	(1,340)	(1,340)	(1,430)
	<b>(2,218)</b>	<b>(700)</b>	<b>(700)</b>	<b>(2,040)</b>	<b>(2,040)</b>	<b>(2,130)</b>
<b>From Reserves:</b>						
Downtown Development Reserve	38	75	75	75	-	-
Heritage Committee Reserve	-	-	-	55	-	-
Information Technology	536	598	671	572	845	601
Major Community Facility	-	-	-	-	-	3,120
Mobile Equipment	1,556	1,090	2,582	1,127	1,227	1,326
Revitalization Initiative Reserve	-	-	-	-	1,500	1,500
Twin Pine Hill Trail	8	-	260	-	-	-
	<b>2,138</b>	<b>1,763</b>	<b>3,588</b>	<b>1,829</b>	<b>3,572</b>	<b>6,547</b>
<b>From Land Development Fund:</b>						
To Capital Fund	2,519	3,650	3,650	2,500	2,500	2,500



## CAPITAL FUND - 2018 Capital Projects

General Government Capital Projects		2016	2017	2017	2018	2019	2020
Project ID	Project Description	Actuals (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget (\$000's)	Budget (\$000's)	Budget (\$000's)
<b>Policy, Communication &amp; Economic Development</b>							
30006304	Destination Marketing Organization	44	350	350	220	-	-
30006570	Post-Secondary Feasibility/Econ. Impacts Study				50		
30006571	Revitalization Strategy for Downtown	-	-	-	75	-	-
<b>Total Policy, Communication &amp; Economic Development</b>		<b>44</b>	<b>350</b>	<b>350</b>	<b>345</b>	<b>-</b>	<b>-</b>
<b>Corporate Services</b>							
40007907	Dispatch Services	264	-	321	-	-	-
42007611	Electronic Tendering	-	-	-	20	-	-
42007670	Cold Storage Shelter	-	-	-	140	-	-
44017600	Disk Expansion	-	-	-	100	-	100
44027600	Network Renewal & Expansion	27	44	48	52	63	76
44037670	Server & Storage Renewal & Expansion	62	49	55	53	59	65
44077670	Printers & Multifunction Devices	49	51	51	53	56	56
44107600	Satellite Imagery	7	-	5	-	-	-
44107611	GIS Enhancements	49	20	34	46	35	35
44107670	Data Collection and Verification	-	18	18	19	19	20
44137600	Public Safety In-Car Computers	-	-	-	34	-	-
44147600	Library Computers Upgrades	19	-	-	-	-	-
44157670	Plotter Replacement	-	-	-	15	-	-
44167600	Class Replacement	-	147	147	-	-	-
44217670	Phone System	-	-	-	40	40	-
44297670	Library Public Access Computer	-	-	-	-	-	20
44307600	Budget Management	-	134	134	-	-	-
44357611	Door Access Controls	23	11	11	-	-	20
44367600	Computer Aided Dispatch	9	-	-	75	-	-
44367611	Emergency Operations Centre Equipment	-	-	-	-	11	-

## CAPITAL FUND - 2018 Capital Projects

General Government Capital Projects		2016	2017	2017	2018	2019	2020
Project ID	Project Description	Actuals	Budget	Forecast	Budget	Budget	Budget
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
44367615	Stanton Equipment Relocation	-	50	10	-	100	-
44367670	Communication Infrastructure Renewal	50	16	37	20	25	25
44387670	Server Room Upgrade	20	-	-	-	100	-
44397670	Public Safety In-Car Cameras	39	-	-	-	56	-
44407611	Website / Online Services Renewal	20	-	-	32	20	25
44477670	Security Cameras	19	20	26	21	22	24
44497670	Secondary Site & Data Replication	16	12	16	12	53	60
44507611	Virtualization	119	26	26	-	-	-
44507670	Core Router Upgrades	7	-	-	-	-	-
44517611	Wireless Controllers	52	-	-	-	61	-
44527600	Webcasting Equipment	-	-	-	-	75	-
44527670	Inventory Bar Coding	14	-	-	-	-	-
44537600	One-Stop Shopping	-	-	50	-	-	-
44537670	Voice Radio Support Equipment	-	-	75	-	-	-
CO0004	Website Refresh	-	-	-	-	50	-
CO0005	Unmanned Aerial Vehicle	-	-	-	-	-	25
CO0006	GIS Equipment	-	-	-	-	-	50
<b>Total Corporate Services</b>		<b>865</b>	<b>598</b>	<b>1,064</b>	<b>732</b>	<b>845</b>	<b>601</b>
<b>Total Capital Projects</b>		<b>909</b>	<b>948</b>	<b>1,414</b>	<b>1,077</b>	<b>845</b>	<b>601</b>



## CAPITAL FUND - 2018 Capital Projects

General Government Capital Projects	2018 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)	Reserves (\$000's)
<b>General Government</b>				
<b>Policy, Communications &amp; Econ Dev</b>				
30006304 Destination Marketing Plan	220	70	150	-
30006570 Post-Secondary Feasibility/Econ. Impacts Study	50	50	-	-
30006571 Revitalization Strategy for Downtown	75	-	-	75
<b>Total Policy, Communications &amp; Econ Dev</b>	<b>345</b>	<b>120</b>	<b>150</b>	<b>75</b>
<b>Corporate Services</b>				
42007611 Electronic Tendering	20	20	-	-
42007670 Cold Storage Shelter	140	140	-	-
44017600 Disk Expansion	100	-	-	100
44027600 Network Renewal & Expansion	52	-	-	52
44037670 Server & Storage Renewal & Expansion	53	-	-	53
44077670 Printers & Multifunction Devices	53	-	-	53
44107611 GIS Enhancements	46	-	-	46
44107670 Data Collection and Verification	19	-	-	19
44137600 Public Safety In-Car Computers	34	-	-	34
44157670 Plotter Replacement	15	-	-	15
44217670 Phone System	40	-	-	40
44367600 Computer Aided Dispatch	75	-	-	75
44367670 Communication Infrastructure Renewal	20	-	-	20
44407611 Website / Online Services Renewal	32	-	-	32
44477670 Security Cameras	21	-	-	21
44497670 Secondary Site & Data Replication	12	-	-	12
<b>Total Corporate Services</b>	<b>732</b>	<b>160</b>	<b>-</b>	<b>572</b>
<b>Total Capital Projects</b>	<b>1,077</b>	<b>280</b>	<b>150</b>	<b>647</b>

## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Policy, Communications & Economic Dev.  
**Project** 30006304 Destination Marketing Plan

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>220,000</b>			<b>220,000</b>
<b>Funding</b>				
Formula Funding	70,000			70,000
Other Grants	150,000			150,000
<i>Total Funding</i>	<b>220,000</b>			<b>220,000</b>

### Description

#### Purpose

In the 2017 Budget, Council approved a \$70,000 capital expenditure towards the implementation of the Destination Marketing Plan (approved for information by Council Motion #0095-16). This project incorporates the retention of a marketing agency along with resources to satisfy the Plan's implementation priorities until a DMO is established (targeted for 2019). The long term intent of this project is to incubate a DMO within the bureaucracy, then to establish the legislative framework to initiate a hotel levy which would support the DMO without municipal resources in the future.

The 2017 Budget indicated a two year commitment from the City of \$70,000 in each year.

This project meets the funding criteria through the Canadian Northern Economic Development Agency's (CanNor) Strategic Investments in Northern Economic Development (SINED) Program. The City is currently in year two of a multi-year agreement with CanNor for \$430,000, with the City's contribution targeted at \$140,000 (\$70,000 in year one and \$70,000 in year two).

In year one the City of Yellowknife issued a request for proposal (RFP) for professional marketing services. The contract was awarded to Outcrop in January 2017, and the professional services listed in Gallery 1 were rendered prior to the March 31 fiscal year end of the main funder, CanNor.

In 2018 the Project sets out to undertake work in the areas listed in Gallery 2.

The City's contribution, for planning purposes, was targeted to be \$70,000 in year two, with CanNor contributing \$280,000 that same year. Please note that year two commenced on April 1, 2017 in relation to CanNor's funds.



### Background

The City of Yellowknife can have a direct impact on the success of tourism. Visitors contributed close to \$98M to Yellowknife's economy in 2014 and the number of visitors has been trending upward over the last 5 years with an average growth of 5% both in visitor numbers and revenues generated. The average visitor spends \$1,550 during their stay in Yellowknife, with most of this spent on hotels, restaurants and other businesses.

A 10% increase in the number of visitors annually will increase revenues by \$10M, which will create thriving local businesses, increase employment opportunities as well as the overall standard of life in Yellowknife and ultimately produce additional tax revenue. Achieving such growth requires an investment by the City of Yellowknife to incubate a Destination Marketing Organization (DMO), enhance the visitor experience, and pursue tourism marketing initiatives in partnership with other tourism stakeholders.

This submission identifies year two of a successful two year project which will fund marketing activities until a visitor levy can be established. A visitor levy, targeted to be in place by 2018 will provide sustainable funding to the DMO budget without the need for further City investment. At this time, the GNWT has begun engagement activities related to amendments to the Cities, Towns and Villages Act for the purposes of establishing a hotel levy.

### Operational Impact

The incubation of a DMO within City bureaucracy places the City of Yellowknife in a better position to drive the local economy. The current programs operating via the O&M budget will be expanded and used as leverage in 2018 marketing campaigns to promote visitation to Yellowknife.

## Gallery

### Gallery 1

<b>1. Professional Services for RESEARCH AND CO-ORDINATION</b>
a. Visitor Levy;
1. Review all background and existing materials and information.
2. Review and prepare document regarding levies in other Canadian Provinces and Municipalities.
3. Develop Levy implementation plan in conjunction with City and GNWT.
4. Consulted with legal counsel - discussed with legal counsel. Determined that City of Yellowknife legal counsel would take the lead. Outside support only.
b. Destination Marketing Organization (DMO);
1. Conduct general discussions regarding a Yellowknife DMO.
2. Research DMOs across Canada. Prepare possible models.
3. Prepare invite list and first stakeholder meeting. Logistics regarding meeting and handout materials.
<b>2. Professional Services for AWARENESS CAMPAIGNS AND SURVEY</b>
a. Hold one stakeholder meeting. Determined that a dedicated website could work better than monthly meetings.
b. Prepare info campaign regarding value of tourism.
c. Prepare info campaign regarding visitor levy.
d. Prepare summary presentation, uploaded to website and requested feedback.
<b>3. Professional Services for MARKETING AND PARTNERSHIP DEVELOPMENT</b>
a. Finalized MOU with NWT Tourism's conference bureau.
b. Discussed participation in other campaign, but unable to participate in the in-market "Secrets" campaign.
c. Purchased a buy-in to Globe and Mail advertisement and Rendezvous Canada programs with NWT Tourism.
d. Determine Yellowknife tourism brand, including positioning.
e. Test brand concepts with target markets, stakeholders and general public in Yellowknife.
f. Developed materials for G&M advertisement and for Rendezvous Canada.



Gallery

Gallery 2

- Professional services for visitor levy research, legal services, project management and coordination.
- Professional services for research ,accounting and legal counsel in order to establish DMO and tourism hub.
- Professional services for communication, marketing campaigns and development of marketing materials to communicate information about the value of tourism to the local economy and about the proposed accommodation levy and proposed DMO.
- Professional services for new website development, working in conjunction with NFVA to expand the website to include more marketing capacity.
- Professional services for purchase of add-ons to NWTT marketing campaigns per MOU, and to develop and implement an in-market campaign to promote Yellowknife as a travel destination.

## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Policy, Communications & Economic Dev.  
**Project** 30006570 Post-Secondary Feasibility/Econ. Impacts Study

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>50,000</b>			<b>50,000</b>
<b>Funding</b>				
Formula Funding	50,000			50,000
<i>Total Funding</i>	<b>50,000</b>			<b>50,000</b>

### Description

#### Purpose

This capital project has been identified for the purpose of conducting a feasibility study for the potential establishment of a post-secondary institution in Yellowknife and the associated economic impacts.

#### Background

The study will be based on Council's Goals and Objectives to establish Yellowknife as a knowledge center and will include an analysis of data to determine things such as population demographics, current and forecast high school achievement rates, current post-secondary levels and destinations, and current trends in International Student recruitment. This study will also include interviews with key stakeholders to get their qualitative input into the study. Stakeholders may include Government of the Northwest Territories, Universities Canada, Aurora College and Canadian High Arctic Research Station. Additional research will review similar standalone models being operated around the globe; Alternative models of delivery including research into indigenous models of post-secondary education; Review of economic plans and forecasts for the Northwest Territories; Potential funding sources & financing options; and Potential Programming options.

A final report will be prepared detailing the feasibility of establishing a post-secondary institution in the City of Yellowknife.

#### Operational Impact

The project will require project management and as such will have a minimal impact on operational requirements.



## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Policy, Communications & Economic Dev.  
**Project** 30006571 Revitalization Strategy for Downtown

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	75,000			75,000
<b>Funding</b>				
Reserves	75,000			75,000
<i>Total Funding</i>	75,000			75,000

### Description

#### Purpose

This capital project has been identified for the purpose of retaining professional services for obtaining expertise on how to support and enhance retail in the Downtown.

#### Background

The Retail Revitalization Strategy will be based on Council's approved Vision for the Downtown and will address the following:

1. How can the City of Yellowknife attract retail tenants (franchise and independent)?
2. What type of retail space is required, and where do we need this space?
3. What changes do we need to make in our downtown to meet the needs of retailers?
4. What incentives are needed to attract retail and what other regulatory changes should be considered in order to better facilitate retail opportunities?

As part of the Strategy, the successful proponent will engage with downtown owners, tenants, businesses, as well as the Yellowknife Chamber of Commerce and other stakeholders.

A final report will be prepared, detailing a retail revitalization strategy for Yellowknife's downtown.

#### Operational Impact

The project will require project management as well as staff involvement. All City Departments are involved in the development of a strategy targeted at Downtown retail revitalization. In addition to the creation of the strategy, all City Departments will also be involved in the implementation of the strategy.

# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Corporate Services & Risk Management  
**Project** 42007611 Electronic Tendering

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>20,000</b>			<b>20,000</b>
<b>Funding</b>				
Formula Funding	20,000			20,000
<b>Total Funding</b>	<b>20,000</b>			<b>20,000</b>

## Description

### Purpose

Upgrade and enhance the City’s online, electronic tendering capabilities.

### Background

For several years, Procurement has made use of the ‘Bidding Opportunities’ page on the City website to notify potential bidders of the various opportunities available to the public. An upgrade is now available through the City’s website provider that would allow full electronic tendering, including the ability to receive and evaluate bids electronically. This will benefit suppliers and internal stakeholders by reducing the time spent creating bids, as well as the time required to properly evaluate those bids. This type of tendering is expected to be of particular benefit to smaller companies in Canada, as the process of creating bids and maintaining a bidder profile will be streamlined, decreasing the amount of time and effort required to submit a bid.

The move to full electronic bidding will also become a requirement for all levels of government in Canada with the new Canada-Europe Comprehensive Trade Agreement (CETA) having come into effect July 1, 2017. Governments are expected to have fully implemented electronic tendering within five years of the agreement

### Operational Impact

Full electronic tendering will reduce the staff hours required to evaluate tenders and requests for proposals. Submissions will also be locked in automatically and electronically, avoiding any potential loss or misplacement of bids, and helping to ensure that all bids arrive on time and in a uniform format.



## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Corporate Services & Risk Management  
**Project** 42007670 Cold Storage Shelter

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>140,000</b>			<b>140,000</b>
<b>Funding</b>				
Formula Funding	140,000			140,000
<i>Total Funding</i>	<b>140,000</b>			<b>140,000</b>

### Description

**Purpose**

Replacement of cold storage shelters at City Stores.

**Background**

City Stores is responsible for storage of a wide variety of inventory and non-inventory items. For many years, due to a lack of available covered storage, a variety of heavy items have been stored outside in the Stores yard, fully exposed to the elements. Over the course of the last decade, employees have constructed various covered cold storage shelters for the Stores' yard by purchasing various tarps and using recycled materials from other projects and areas. This involved much creativity on the part of staff; however, these shelters were dismantled in 2017 to comply with orders resulting from safety inspections.

Stores have also taken advantage of sea cans in order to store some items in the past, but the larger items cannot be moved without a forklift, and therefore cannot be placed in sea cans. The shelters constructed by staff have become an integral component of the division's ability to store a wide variety of equipment, parts, archived documents, and furniture.

**Operational Impact**

The ability to continue to provide covered storage will positively impact operations by

- Providing protection of the stored goods from the elements and increasing the longevity of the items.
- Decreasing staff hours spent digging through snow to search for pipe, equipment and parts, and in some cases, thawing of those items before they can be issued. Many of these parts are issued primarily in winter months.

# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government  
**Project** 44017600 Disk Expansion

**Division** Information Technology

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>100,000</b>		<b>100,000</b>	<b>200,000</b>
<b>Funding</b>				
Reserves	100,000		100,000	200,000
<i>Total Funding</i>	<b>100,000</b>		<b>100,000</b>	<b>200,000</b>

## Description

### Purpose

To expand the City's disk storage capacity to meet burgeoning demands.

### Background

The organization's need for disk storage space more than doubles year-over-year, with growth coming from many sources. For example, every new application or service that is added to the City's Information Technology infrastructure requires disk space for the programs and associated data; every time an existing application is used, more data is acquired and stored; every time a staff member creates a new document, spreadsheet, or presentation, additional disk space is consumed; every permit application includes data and electronic attachments that must be saved; every email sent or received requires disk storage; every road construction project generates contracts, drawings, and maps that are kept in electronic form; every operating system upgrade adds to the disk space needs of every server; and every security camera image resides on disk.

To put quantities into perspective, consider that the average size of an employee mailbox is currently 346 MB, one day of financial system transactions causes the database to grow by 60 MB, an average permit application is 25 MB in size, each sewer inspection video is approximately 353 MB in size, a single tax levy creates 415 MB of documents, an average day of security camera footage measures 892,857 MB, and the final files behind a Budget document take up 112 MB of space. None of these are significant in isolation, but when extrapolated across all staff or an entire year, the volumes add up quickly.

In addition to the original copies of all of this data, multiple backup copies are required to protect it. In general, following best practices means keeping between 30 and 45 copies of each piece of data to ensure recoverability and/or business continuity in the event of small or large calamities.

The City has approximately 54,200 GB of disk space capacity. If backup standards are to be adhered to, the City will need 97,850 GB of space so there is a current infrastructure gap of 43,650 GB, meaning the City has approximately 45% of what it should have.



Current capacity 54,200 GB  
Standard requirement 97,850 GB  
Shortfall 43,650 GB

This shortfall developed in spite of regular incremental increases, and is testament to the rapid data growth that has been experienced in recent years. It also clearly highlights the need for significant infusions of capital investment to enable the organization to bridge the gap and establish a solid foundation for future growth.

### **Operational Impact**

When sufficient disk space is available, services can be delivered more reliably and at a lower cost than when resources must be constantly manipulated and reallocated.

If this project does not proceed, the current disk shortage will continue and its effects will escalate. In the near term, overall infrastructure performance will be negatively impacted as will service delivery to both internal and external clients. As well, backup reliability will further degrade and soon the lack of available disk space will prevent the City from adopting new solutions.

# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44027600 Network Renewal & Expansion

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>52,000</b>	<b>63,000</b>	<b>75,600</b>	<b>190,600</b>
<b>Funding</b>				
Reserves	52,000	63,000	75,600	190,600
<i>Total Funding</i>	<b>52,000</b>	<b>63,000</b>	<b>75,600</b>	<b>190,600</b>

## Description

### Purpose

To continue the City's planned and incremental investment in its network, so that it can continue to meet the increasing demands placed on it as functions throughout the organization turn to technology to streamline workloads and improve services.

### Background

The City's Information Technology infrastructure is essential for effective service delivery and the network that provides connectivity among its computers, laptops, servers, printers, cameras, mobile devices, telephones, and emergency voice radios is vital to the City's operations.

The City's network employs ethernet, leased and city-owned fiber, wireless, and microwave technologies to create connections among fourteen sites. (Gallery 1)

Within each site the network connects numerous devices, ensuring that staff, citizens, and stakeholders have consistent and reliable access to applications, data, printers, and the internet.

In 2016, the network expanded to provide connectivity to every traffic light in order to streamline traffic control management within the Public Works department; this initiative alone added 63 network devices to the City's infrastructure. (Gallery 2)

In addition to connectivity, the network also plays a key role in protecting the City's information technology infrastructure and the corporate data assets stored within it. The network's firewall and other protective mechanisms routinely deny more than 100 unauthorized access attempts per minute while its spam filter rejects almost 85% of the emails directed at the organization. (Gallery 3)



As employees and stakeholders increasingly turn to technology to maintain and expand service levels, demands and reliance on the network continue to grow. In recent years, the City implemented Computer-Aided Dispatch; adopted enterprise solutions such as CityWorks, CityView, and City Explorer; installed industry-standard communications infrastructure; introduced traffic cameras; expanded online service offerings; deployed mobile solutions; provided public internet access; increased its reliance on security cameras; established traffic light connectivity; and enhanced its Customer Service functions. All of these data-intense applications create increasingly heavy demands on the network, both in terms of capacity and reliability. As well, the increased reliance on specialty applications such as SCADA and computer-based Dispatch consoles has introduced unique network security and dependability challenges. It is therefore critical that network capacity and reliability keep expanding at a comparable pace through regular, ongoing enhancements.

Over the term of this budget, there will continue to be a strong focus on security because threats – both internal and external – are becoming increasingly sophisticated and pervasive. Recommended initiatives include ongoing cyber threat awareness campaigns to help staff become more knowledgeable and mindful users, continual refinement of security configurations to mitigate risks from all sources, and enhanced and more granular monitoring of network activity.

Another priority will be to repatriate some network connectivity solutions. A lease is in place and over the term of this budget City equipment will be acquired, configured and deployed to establish City-owned and operated connections to several sites, thereby reducing the City's reliance on third party fiber services and reducing overall operating costs.

Other work will include replacing key network equipment at sites proactively to replace obsolete gear, reduce unplanned outages, and prepare for future technologies and growth.

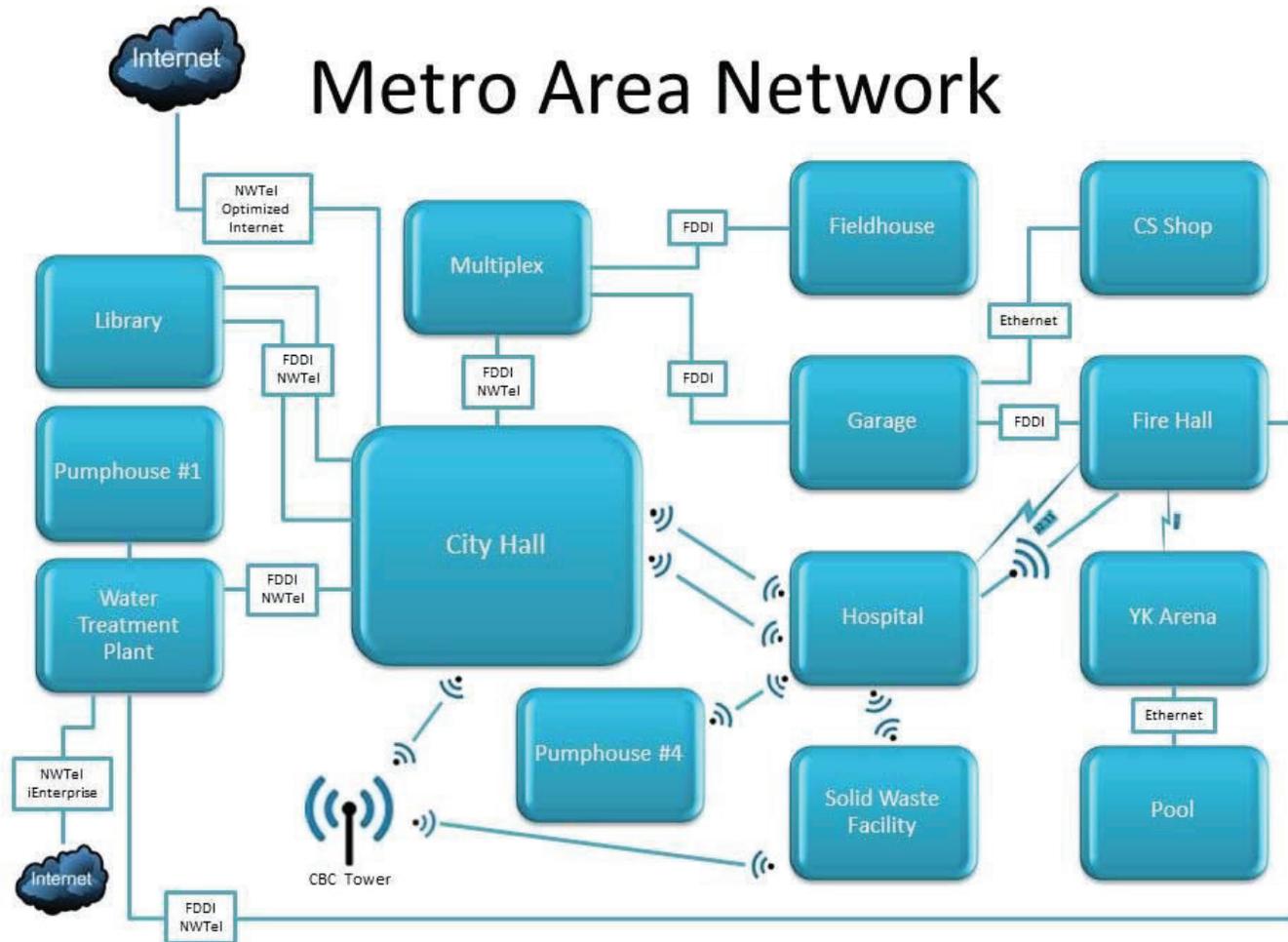
### **Operational Impact**

The City's network is vital to its operations and even short service interruptions have significant impacts on service delivery and employee productivity. It will be more cost effective – and present a lower risk to the City – to replace and enhance this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair, or failures that create service outages.

If this project does not proceed, it will negatively impact the organization's ability to sustain its network. In the short term, network congestion will reduce service delivery to staff, citizens, and stakeholders, and there will be no opportunity to expand services to meet new requirements. Over time, there will be increasingly frequent service disruptions when equipment fails. These failures will interrupt many aspects of City operations, including most internal staff activities as well as external citizen and stakeholders services.

Gallery

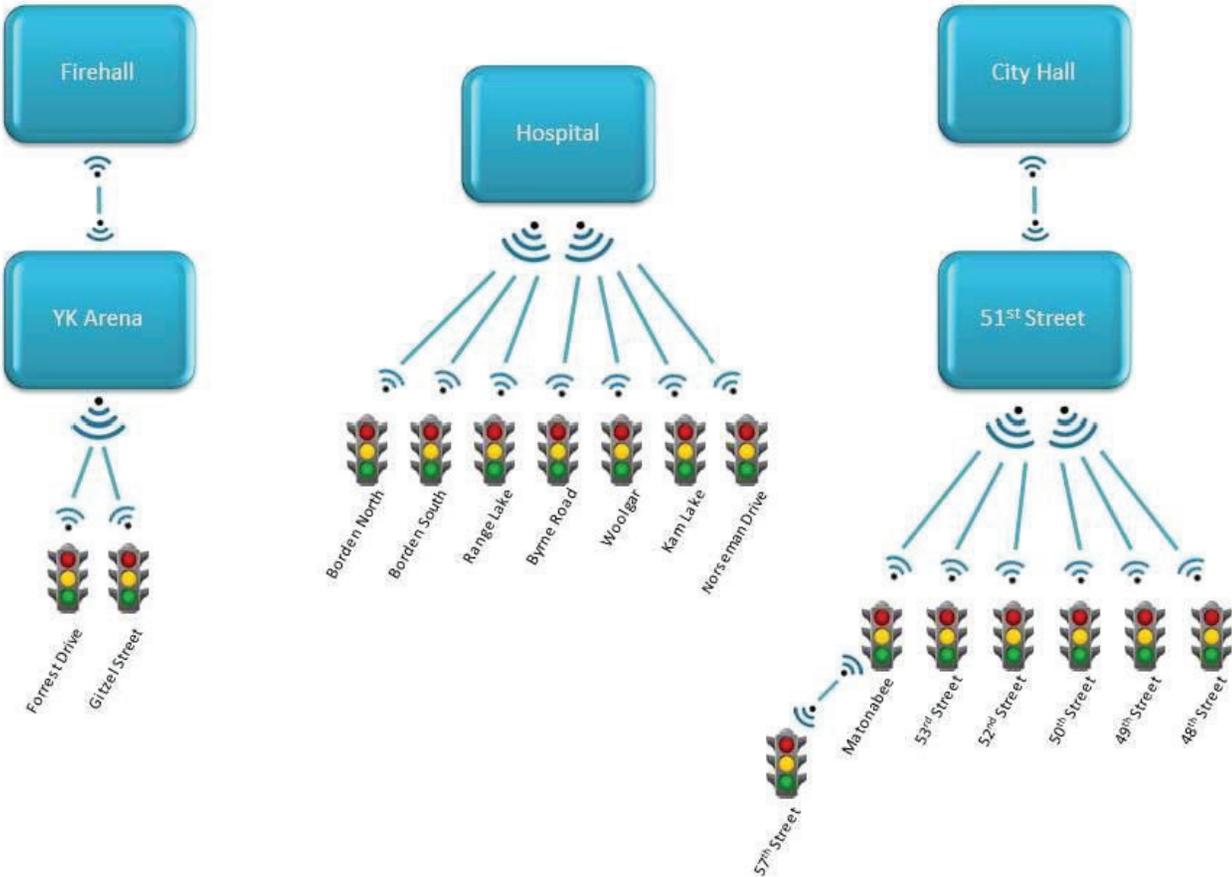
Gallery 1



Gallery

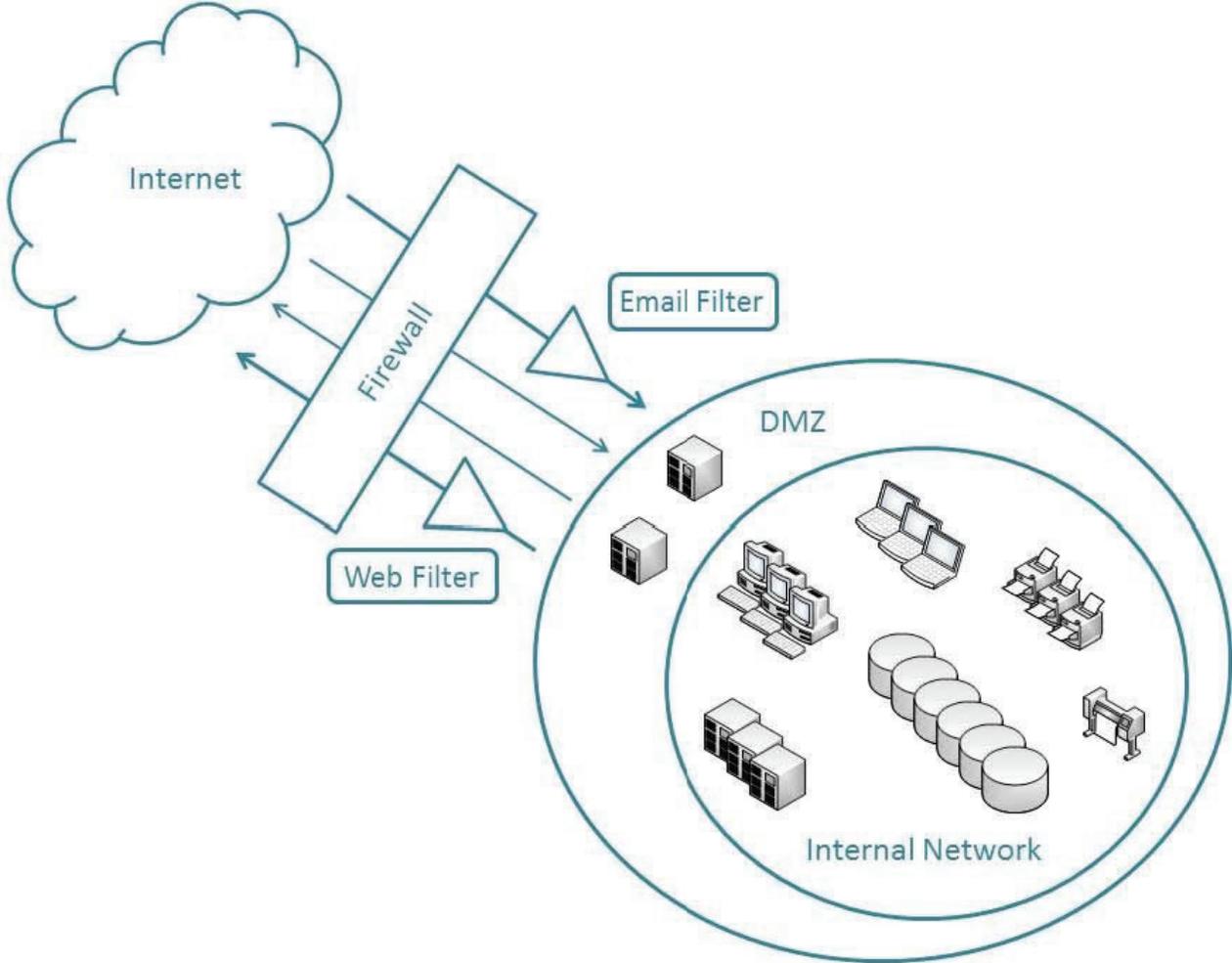
Gallery 2

# Traffic Light Network



Gallery

Gallery 3





## CAPITAL FUND - 2018 Capital Projects

As with the demand for server capacity, the organization's need for storage continues to grow. For example, increasing numbers of higher resolution security cameras are improving the City's ability to protect its citizens and assets, but are also creating more and larger data files. Existing disk space only allows for data to be retained for about two weeks, leaving the organization unable to satisfy requests for footage older than that. Similarly, the City now has the ability to capture aerial images and thus provide much-needed up-to-date information for tasks ranging from sewage lagoon management to assessment reviews, but a lack of disk space has left staff scrambling to find room to house the images.

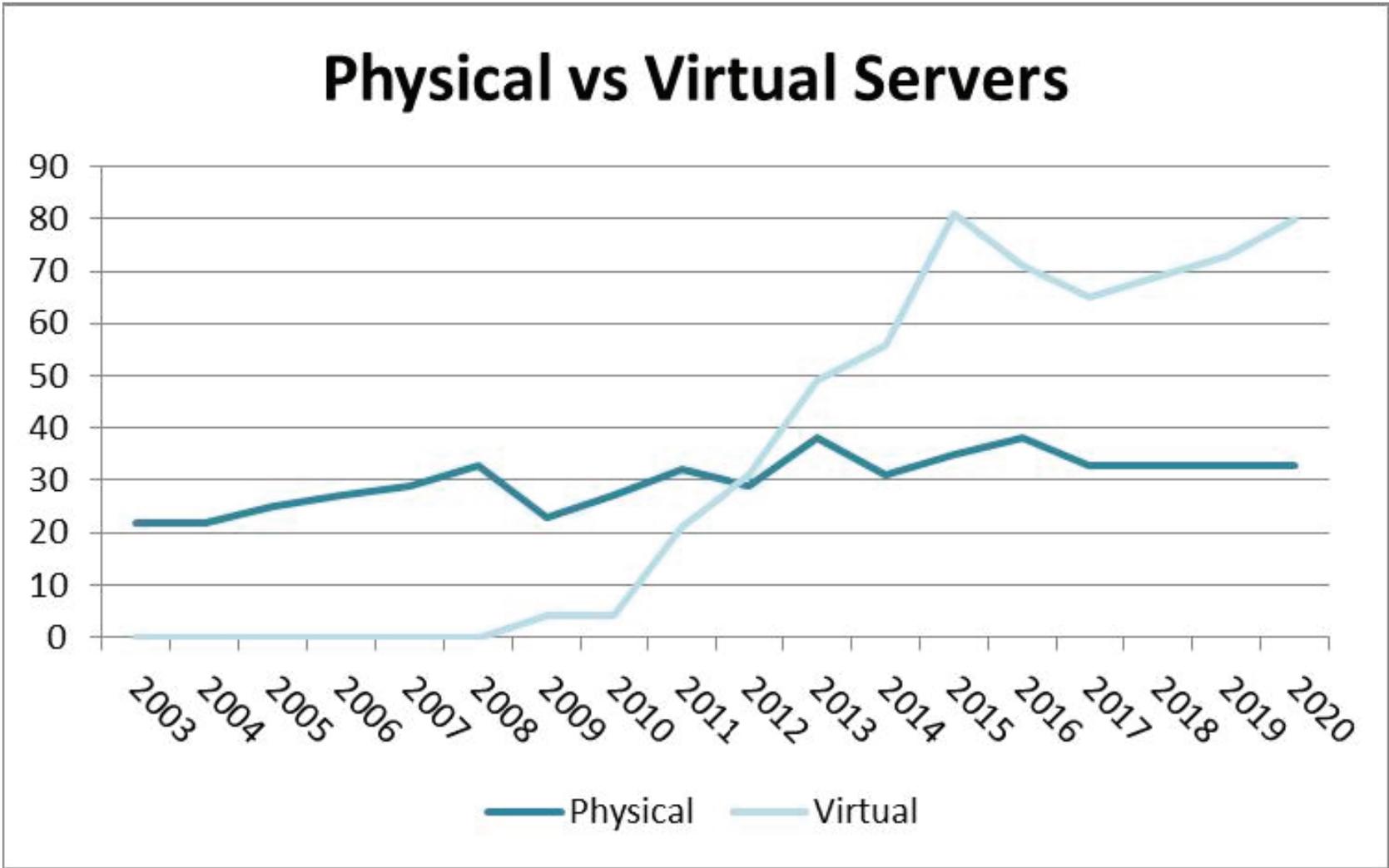
Current disk space limitations also mean that Information Technology staff constantly has to juggle backup schedules and reduce restore points and retention times just to provide basic backup services. It is no longer possible to comply with industry standard backup practices, and this reduces the quality of service provided and increases the risk that important corporate information will be lost or time consuming work will have to be redone.

Over the next three years, part of this budget allocation will be used to incrementally increase the disk storage capacity and backup services offered by the Information Technology Division.



Gallery

Gallery 1



# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44077670 Printers & Multifunction Devices

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>53,000</b>	<b>56,000</b>	<b>56,000</b>	<b>165,000</b>
<b>Funding</b>				
Reserves	53,000	56,000	56,000	165,000
<i>Total Funding</i>	<b>53,000</b>	<b>56,000</b>	<b>56,000</b>	<b>165,000</b>

## Description

### Purpose

To continue the organization’s incremental approach to implementing and maintaining multifunction devices throughout the organization so that printing, scanning and copying requirements can be met in the most cost-effective manner possible.

### Background

In 2014, the City issued a request for proposals for multifunction device management and entered into a long-term arrangement with the successful proponent. The vendor conducted an initial inventory and assessment of the City’s existing printer/copier/fax/multifunction device fleet and then met with key stakeholders to ascertain current and future user requirements. Based on this information the vendor prepared a multi-year Plan with the goals of reducing costs and realizing maintenance and support efficiencies.

The Plan identified three tiers of devices and all subsequent acquisitions have been selected from one of these tiers. This has minimized the variety of devices installed throughout the organization, streamlined consumables management, and reduced costs.

The Plan also identified end-of-life and high-cost, low-usage devices and these have incrementally been removed from service. As well, several units have been reallocated to better meet varied needs within the organization.

In late 2017, a follow up analysis will be conducted to ascertain where unmet requirements exist and to identify detailed acquisition, deployment, reallocation, and retirement plans for future years.

### Operational Impact

Most staff members rely on scanning, printing, and copying services during their day-to-day activities. If these services are not readily available or are not dependable, it negatively impacts their productivity and their ability to provide services.





## CAPITAL FUND - 2018 Capital Projects

As with many other infrastructure components, the Information Technology Division developed a strategy of sustained investment in this system, its data and its capabilities. This investment and growth are dictated and directed by the needs and requirements of staff, citizens, and stakeholders.

In 2017, funding was devoted to maintain the existing infrastructure and services, as per Council direction; no new features or enhancements were procured.

Going forward, resources should be allocated to expand and enhance the City's GIS. Although specific enhancements will be driven by current and foreseeable requirements and will depend on available funding, recommendations for the term of this budget include:

- Embracing mobile usage. The proportion of users viewing City Explorer with mobile devices (cell phones and tablets) has grown from just under 15% in 2015 to almost 35% in the first half of 2017. However the City's current application tools deliver less-than-optimal results to these devices and so to meet current and emerging trends, appropriate software and server technologies should be acquired.
- Enabling more data collection via mobile devices. The success of the in-house CLEM (Cart Location Editing Matrix) system, which enables staff to collect and update green and black cart information in the field, has proven that this approach of capturing data electronically right at its source is immediately beneficial as it streamlines data collection processes and allows them to be completed more quickly and with fewer errors. Going forward, asset inspection data will be a prime candidate for mobile data collection as there are considerable advantages in having crews capture the data electronically in the field during inspections and then integrating this information directly into CityWorks. Similarly, it will be beneficial for hydrant flow testing and water meter installation information to be captured in the field and fed directly into the systems that utilize it.
- Obtaining and incorporating facility information. Facility managers are increasingly being called upon to provide detailed information such as field or rink area measurements and room and building capacity. For example, in 2017, GIS staff were called upon to map and calculate areas within the Fieldhouse in support of the Climbing Wall project and to determine measurements for maintenance purposes. As facility information was not readily available, staff had to painstakingly extract it. Rather than spend considerable time and resources reacting to individual requests in an ad hoc manner, it will be more cost effective to map each facility and incorporate the data into the GIS to create a centralized data repository with intuitive tools to enable staff to provide more accurate, consistent, and timely information.

A proof-of-concept map of City Hall is already in use internally. It depicts each room in the facility and enables users to interactively identify spaces, occupants, and Information Technology infrastructure. (Gallery 2)

- Developing a 3-D model of the city. There are increasing requirements for information that can be obtained from a 3-D model. For example, Planners can utilize a 3-D model showing buildings to better visualize new developments and their impacts on existing neighborhoods, and Engineers can use 3-D models of critical water and sewer infrastructure to accurately locate and access it. (Gallery 3)



- Updating aerial photographs. The 2017 Unmanned Aerial Vehicle (UAV) proof-of-concept project successfully collected aerial photographs of strategic regions including the sewage lagoon and the Solid Waste Facility, and the Hall Crescent and Grace Lake areas. This provided the Public Works Department with much-needed current information about areas within their jurisdiction, and Planners, Engineers, and the Assessor benefitted from the updated neighbourhood photos, obtained at a fraction of the cost of traditional methods. Over the course of this budget, additional aerial photos will be taken to create a seamless mosaic of the entire City, providing high-resolution imagery in support of efforts throughout the organization.
- Enabling more of the City's fleet with Automatic Vehicle Location (AVL) services. This technology not only tracks location but can also monitor factors such vehicle speeds, engine data, and fuel consumption to help improve overall fleet management. Equipping snow plows, sanders, and street sweepers with this technology will provide Public Works with useable information about equipment performance and task accomplishments.
- Expanding the City's route analysis capabilities. This will be done by adding an integrated road network to support route planning and aid in identifying potential cost savings.
- Providing each department with the ability to edit its own data within the City Explorer environment. Data owners are best equipped to manage the data they are responsible for – they understand it and they are well-positioned to know when it changes – therefore it is logical that they control it within centralized repositories. The benefits of this have been demonstrated in several instances. For example the GIS team created a Lease Management tool that enabled the Planning group to enter lease information directly into City Explorer, and a City Owned Lots for Sale tool where they can update lot status and price information dynamically. These initiatives helped ensure the data was kept current and accurate, without the need for Information Technology intervention. Going forward, more tools like this will be developed to further streamline processes and improve data quality.

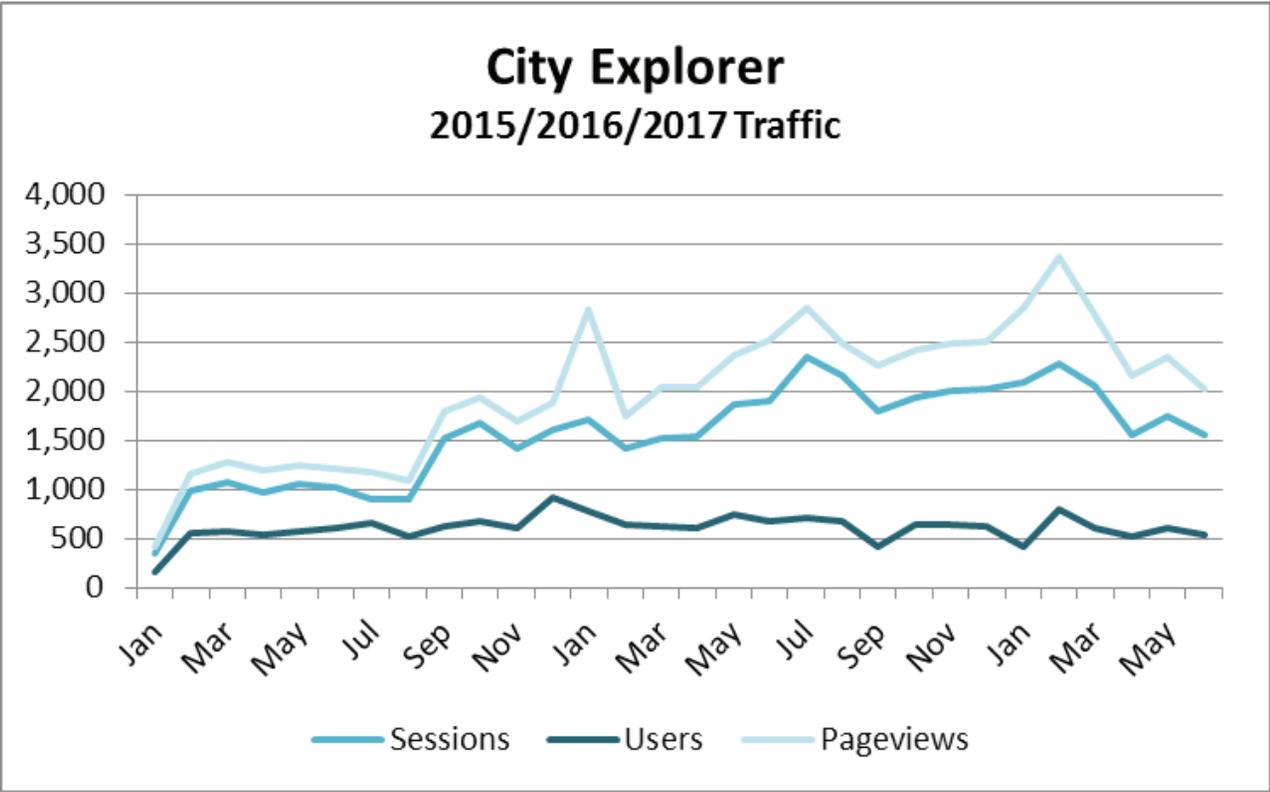
### Operational Impact

The City's GIS services have been widely embraced by staff, citizens, and stakeholders, and have created efficiencies throughout the organization. Continued investment in this resource will help ensure that data accuracy is maintained and that features and functionality continue to grow to meet expanding demands.

If this project does not proceed, the associated enhancements will not be implemented and the anticipated benefits will not be realized. This will adversely affect the clients who have identified the needs for these additional data and features.

Gallery

Gallery 1





Gallery

Gallery 3



## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44107670 Data Collection and Verification

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	19,000	19,000	20,000	58,000
<b>Funding</b>				
Reserves	19,000	19,000	20,000	58,000
<i>Total Funding</i>	<b>19,000</b>	<b>19,000</b>	<b>20,000</b>	<b>58,000</b>

### Description

#### **Purpose**

To update spatial database and datasets to ensure data is as accurate and complete as possible.

#### **Background**

Staff, citizens, and stakeholders rely on the City’s spatial datasets for many aspects of their work processes so it is important that they be accurate and up-to-date. However, collecting current data is time consuming and largely repetitive work and cannot generally be accomplished with existing resources.

In 2017, a summer student was hired to help bridge some of the data infrastructure gap. In just the first three months of his four month tenure, the student collected current GPS data and took pictures of over 2,700 assets (Gallery 1).

He incorporated this information into the City’s Geographic Information System (GIS) where it can be accessed intuitively through City Explorer.

As well, the student drew 973 water services and 378 sewer services in the ArcGIS Map Application and scanned and attached the related service card to each one. This information is also now readily available to staff via the internal version of City Explorer. He also spent 3 ½ days doing traffic counts at intersections and 3 ½ days collecting transit ridership data in support of Engineering Division initiatives.

This productivity confirms that these types of tasks can be accomplished very effectively by students, with the added benefits that the students gain valuable work experience and staff are freed up for more complex responsibilities. Therefore, it is recommended that this initiative continue each summer.

## CAPITAL FUND - 2018 Capital Projects

This project helps to ensure that the City's spatial database remains current, useful, and reliable. It goes beyond the regular data maintenance processes conducted as part of routine operations and represents an extraordinary effort to keep pace with rapidly changing data. As such, it complements, but does not replace, work to be done as part of the ongoing GIS Maintenance and Enhancements project.

### Operational Impact

Spatial data is a valuable organizational asset and it is important that it be current and accurate as staff, citizens, and stakeholders are becoming increasingly reliant on it for planning work, delivering services, and making recommendations. If this data is out of date or incomplete, it puts the City at risk of providing incorrect information and/or making erroneous decisions.

### Gallery

#### Gallery 1

Asset	Quantity
Stairs	4
Boardwalks	19
Park Signs	27
Trail Signs	88
Trail Markers	40
Picnic Tables	30
Bike Racks	59
Benches	132
Waste Bins	291
Cemetery Markers	900
Street Signs	1,126
Bus Shelters	23



## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44137600 Public Safety In-Car Computers

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	34,000			34,000
<b>Funding</b>				
Reserves	34,000			34,000
<i>Total Funding</i>	<b>34,000</b>			<b>34,000</b>

### Description

#### Purpose

To replace the in-car computers in the Municipal Enforcement vehicles.

#### Background

The Municipal Enforcement Division operates four patrol vehicles in which the officers spend most of their day. The officers rely heavily on computers to document occurrences or to retrieve information such as motor vehicle information. Patrol cars have been equipped with laptop computers since 2010, allowing officers to be more efficient and spend more time on the street instead of in the office. Under the City's evergreen policy these computers are due for replacement after four years of service. These computers, unlike office computers, are operated in extreme weather conditions and are prone to malfunction; past experience has indicated that by the fourth year of service the computers are not reliable.

Reliable computers are important for officer safety, as they allow officers to have immediate access to information on dangerous individuals, dogs, stolen vehicles, etc., which allows them to take proper precautions when dealing with these situations. Officers also rely heavily on these computers to access motor vehicle information on persons and vehicles during traffic stops, which is a large component of their work day. Access to by-laws and GNWT legislation by computer is also essential, with the alternative being carrying around large binders with this information. The patrol cars are equipped with a global positioning system which contributes to the safety of the officers and requires a reliable computer in the patrol vehicle. It also allows officers to monitor each other, and is used for dispatching purposes which reduces the need to use radio communications.

The current in-car laptops were purchased for the four patrol vehicles in 2014 and 2015, with replacement scheduled for year four, in 2018.

#### Operational Impact

Aging technology (infrastructure) has higher operational costs. In the case of electronic equipment operating at extreme temperatures in the vehicles, the malfunction and subsequent down-time of the equipment will adversely affect MED and Corporate Services staff. This project should result in less operational time spent by Corporate Service staff trouble-shooting this equipment.

# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44157670 Plotter Replacement

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>15,000</b>			<b>15,000</b>
<b>Funding</b>				
Reserves	15,000			15,000
<b>Total Funding</b>	<b>15,000</b>			<b>15,000</b>

## Description

### Purpose

To replace the City’s wide-format multifunction device, commonly referred to as the Plotter.

### Background

The Geographic Information System (GIS) team uses the City’s only wide-format multifunction device to fulfill printing, plotting, and scanning requirements for clients throughout the organization. For example, it is used to:

- Print all maps larger than 11” x 17”. Maps such as these are requested by all City staff and are essential for the operations within the Fire Division, the Public Works Department, and the Planning and Development Department
- Generate all signage and banners larger than 11” x 17”. City staff request these products for all types of purposes, including special events, consultations, elections, budget meetings, road closures, and citizen engagements
- Scanning documents larger than 11” x 17”. For example, all copies of survey plans and building plans are generated by the device

Thus, many staff members rely heavily on this device and the services it provides – the current plotter has produced almost 35,000 square feet of output – and they expect it to be readily available as many requirements arise on short notice. However by 2018 it will have reached the end of its useful life and will need to be replaced.

### Operational Impact

It will be more cost effective to replace this device in a planned manner than to experience problems that require excessive troubleshooting and repair or failures that create service outages.





# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44367600 Computer Aided Dispatch

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<u>75,000</u>			<u>75,000</u>
<b>Funding</b>				
Reserves	75,000			75,000
<i>Total Funding</i>	<u>75,000</u>			<u>75,000</u>

## Description

### Purpose

To refresh key hardware components of the Computer Aided Dispatch system.

### Background

Computer-Aided Dispatch was approved by Council for 2014 and introduced at the City for the new Dispatch operations in 2015. The existing Dispatcher workstations and monitors were acquired and deployed at that time; and additional Supervisor workstation and monitors were deployed in 2017.

This is a mission-critical function and equipment downtime presents an unacceptable risk to the City. These workstations are used on a 24-hour basis for Public Safety and Public Works dispatching and radio checks. It is therefore recommended that the original hardware be replaced once it has provided three years of service in 2018. It is further recommended that the Supervisor workstation be replaced at the same time for consistency and ease of support. All three workstations can be repurposed in areas that are less mission-critical.

If this replacement does not proceed, there is considerable risk of equipment downtime and/or failure. Recent experience has repeatedly shown that workstations and monitors become increasingly problematic throughout their service life and that by the fourth year of service problems and even complete failures are frequent. Forcing this equipment to last beyond three years will significantly increase the chance of downtime – an unacceptable situation in a critical service like Dispatch – and will require inordinate amounts of technical support time which could be more effectively invested in other areas.

### Operational Impact

It will be more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repairs or failures that create service outages. The dispatch centre impacts both Public Safety and Public Works essential service operations.





# CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44407611 Website / Online Services Renewal

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>32,000</b>	<b>20,000</b>	<b>25,000</b>	<b>77,000</b>
<b>Funding</b>				
Reserves	32,000	20,000	25,000	77,000
<i>Total Funding</i>	<b>32,000</b>	<b>20,000</b>	<b>25,000</b>	<b>77,000</b>

## Description

### Purpose

To incrementally enhance online service delivery to provide focused citizen services and streamline internal operations.

### Background

Electronic services are an accepted – and expected – way to provide information, conduct business, and engage citizens. The City has established a good foundation with its website content, eServices portfolio, City Explorer mapping tools, open data portal, consultation tools, and mobile applications. Staff and citizens have embraced these service offerings and thus enabled the organization to provide related services more efficiently and effectively.

#### Website:

The City’s Information site attracts steady visits, and another peak in traffic can be expected leading up to the 2018 election. Users of this service are obtaining information they would otherwise have to contact City Hall personnel to obtain. (Gallery 1)

On an annual basis, the most-visited pages have remained relatively constant in recent years: (Gallery 2)

#### eServices

The eServices portfolio also has a loyal clientele.

For example, traffic peaks to the eConnect site – which primarily provides program registration services – align perfectly with the release of new Recreation Guides. This self-service approach reduces the number of registrations performed by staff, freeing them for other tasks. (Gallery 3)

Similarly, Virtual City Hall – which enables citizens to pay parking tickets, review and pay utility bills, view property assessment and tax data, look up animal license information, search for businesses, and obtain Tax Certificates – has a steady following and each transaction done online represents a client served at their convenience without staff intervention. (Gallery 4)



The relatively new Bids and Tenders service is showing a growing adoption rate. While traffic ebbs and flows relative to bidding opportunities, overall the tool has streamlined the competitive purchasing process by making it easier for staff to post documents and follow-up information, and for potential bidders to obtain documents and related information. (Gallery 5)

The Prevue service, although hosted and supported externally, is incorporated into the City's website. Its popularity is growing among job seekers, and it provides Human Resources with tools that streamline the entire hiring process. (Gallery 6)

### City Explorer

City Explorer utilization is growing quite steadily as an increasing number of clients recognizes the value of the intuitive mapping tools and services it provides. (Gallery 7)

### Open Data

The Open Data portal is also growing in popularity as more users become aware of its potential and new data sets are added. (Gallery 8)

### Mobile Applications

The City's mobile applications are yet another example of new service delivery mechanisms that are meeting citizen expectations and requirements and reducing the need for staff intervention.

Click Fix YK empowers citizens to report issues ranging from overflowing garbage bins to potholes using their cellphone, tablet, or computer. Backend software automatically creates a work order and assigns it to the appropriate division, then provides the reporter with updates. This means reports can be submitted at the citizen's convenience, any time of the night or day, without the need for City staff to record the details and then direct the issue. (Gallery 9 and 10)

PingStreet was introduced in September of 2015 to simplify access to a growing number of mobile services provided by the City. Between then and July 25, 2017, 1,048 unique users availed themselves of this portal and viewed 32,135 pages on their mobile phones. Almost three-quarters (72.2%) of them used iPhones, 23% were Android users, and 4.2% used Blackberry devices.

Transit information has been the most well-utilized service overall, although the popularity of features like Events ebbs and flows around event schedules. (Gallery 11)

## CAPITAL FUND - 2018 Capital Projects

These utilization rates confirm that Yellowknife citizens adopt and utilize electronic services, and therefore it is logical to expand these services where it makes business sense to do so. This expansion seeks to follow the successful approach proven with many other Information Technology components and ensure regular, incremental funding to facilitate consistent, manageable, and beneficial improvements to the City's online service offerings.

- Creating a Tourism Directory to provide an interactive and searchable online catalogue of local tourism-related businesses and an itinerary building tool for visitors that enables them to create a customized plan for their travels. The concept layout for the initiative at Kawartha Lakes provides an example of how this could be presented to potential travelers: (Gallery 12)
- Developing a City Services tool to provide single-window access to information about City services. A common lament is that citizens and stakeholders who are not familiar with the organizational structure of their municipal government do not know who to contact to obtain specific information or get assistance with a process or issue. The City of Cambridge's implementation provides an example of how a virtual map can consolidate common service categories: (Gallery 13)

Each category links to further information. For example, clicking on Permits & Property leads to an interactive diagram of common projects: (Gallery 14)

A citizen considering building a shed can click on the question mark near the shed to display links to the appropriate permit information: (Gallery 15)

- Upgrading SwagIt to enhance the City's webcasting services. Specific features include increasing accessibility by adding closed-captioning for both live and on-demand viewers; providing webcast services on mobile devices by adding a responsive mobile media interface and incorporating access into the PingStreet portal; and improving search services by adding sound search capabilities.

The 2019 plans tentatively include:

- Adding a Trail information tile to the PingStreet portal to provide citizens and visitors with mobile access to current trail maps and related information.
- Implementing the eBook module. The tool is designed to convert articles intended for print into visually appealing and responsive booklets that display well on mobile phones and tablets. For example, the City's Recreation Guide could easily be converted to an eBook, enabling citizens to access it in a useable format on their smartphones. Other candidates could include Property Tax brochures, the Annual Report, the Heritage Walking Tours, or any other document produced by the City. (Gallery 16)



Tentative enhancements for 2020 may include:

- Adding beacon/geo-fencing capability to the PingStreet portal. This will enable the City to send automatic notifications to users based on geographic location. For example, tourists who sign up for the service could be sent messages about nearby sites of interest as they move about the City, or the availability and timing of tours that are close to them. Citizens who subscribe to the service could be sent information about community events in their area, local road closures or service interruptions, or even safety alerts.
- Introducing an Online Donation tool to encourage site visitors to support special events or causes and to make it easy for them to do so. The secure service could look something like the one in use in Milton: (Gallery 17)
- Implementing Secure Push capabilities to facilitate targeted information dissemination to citizens and staff. For example, the service could push out routine notifications to subscribers to remind them of upcoming garbage or compost pickups, notify them when program registration opens, or announce Special Events. It could also alert staff in the event of emergencies.

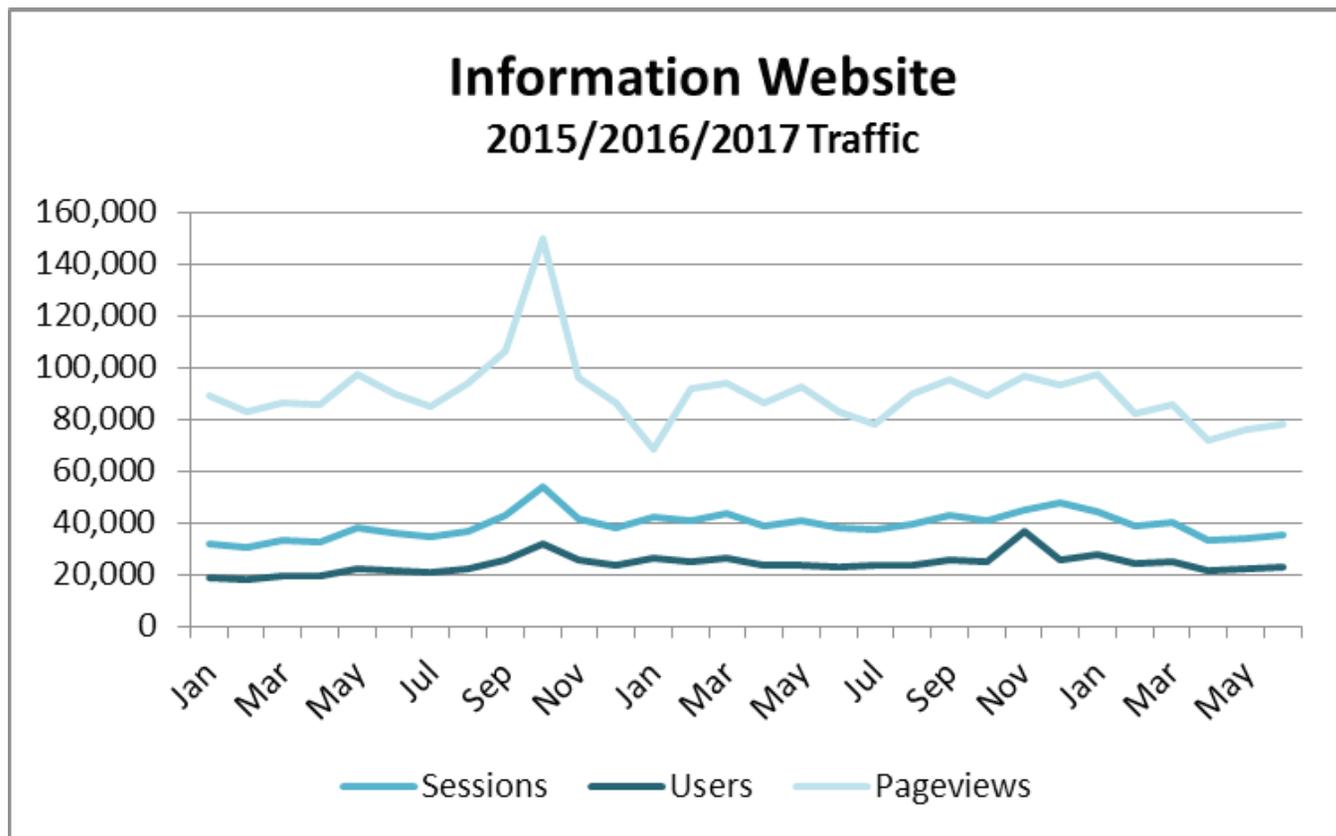
Specific enhancements and additions will be finalized closer to the implementation timeframes, based on requirements and potential return on investment.

### **Operational Impact**

Each proposed enhancement will introduce nominal support costs in future years, but these will be more than offset by operational savings.

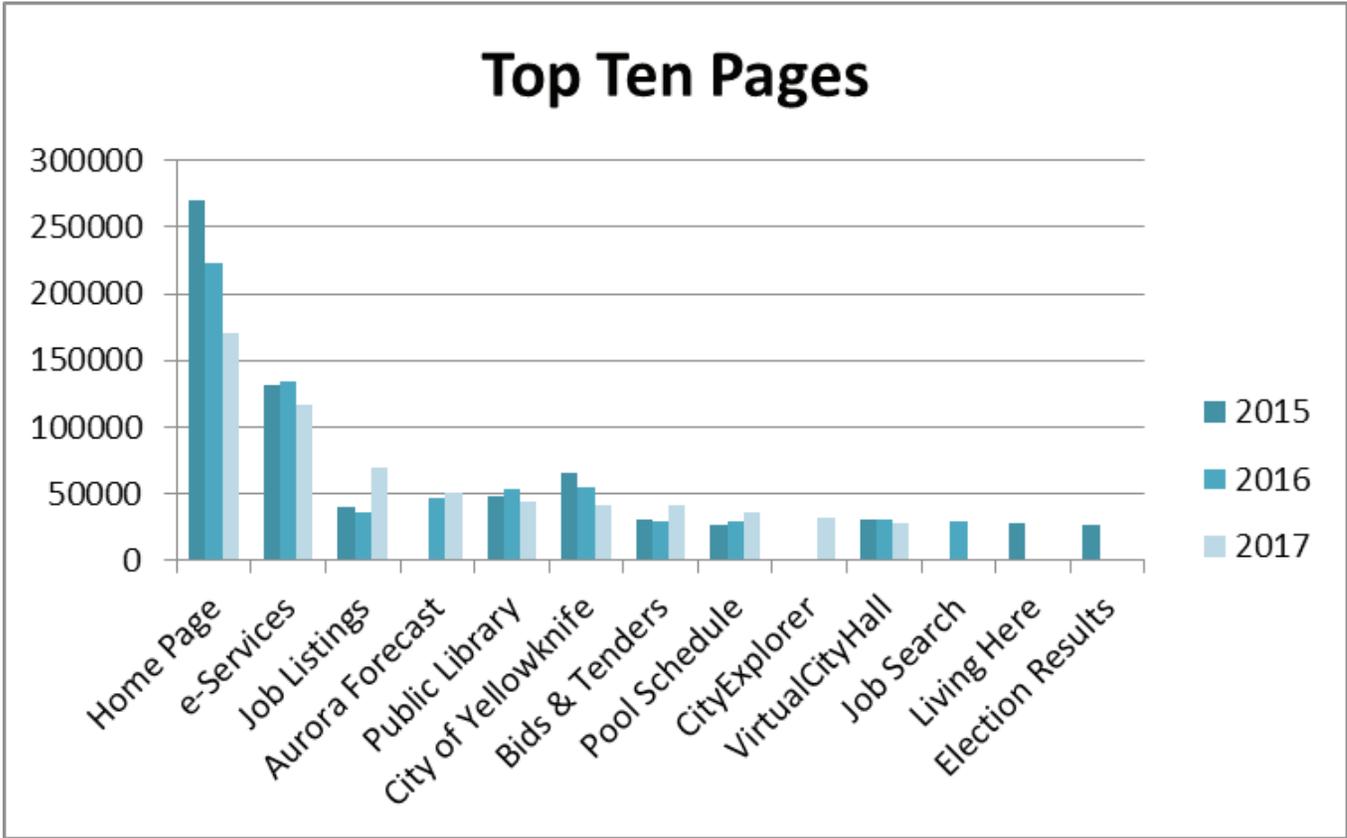
Gallery

Gallery 1



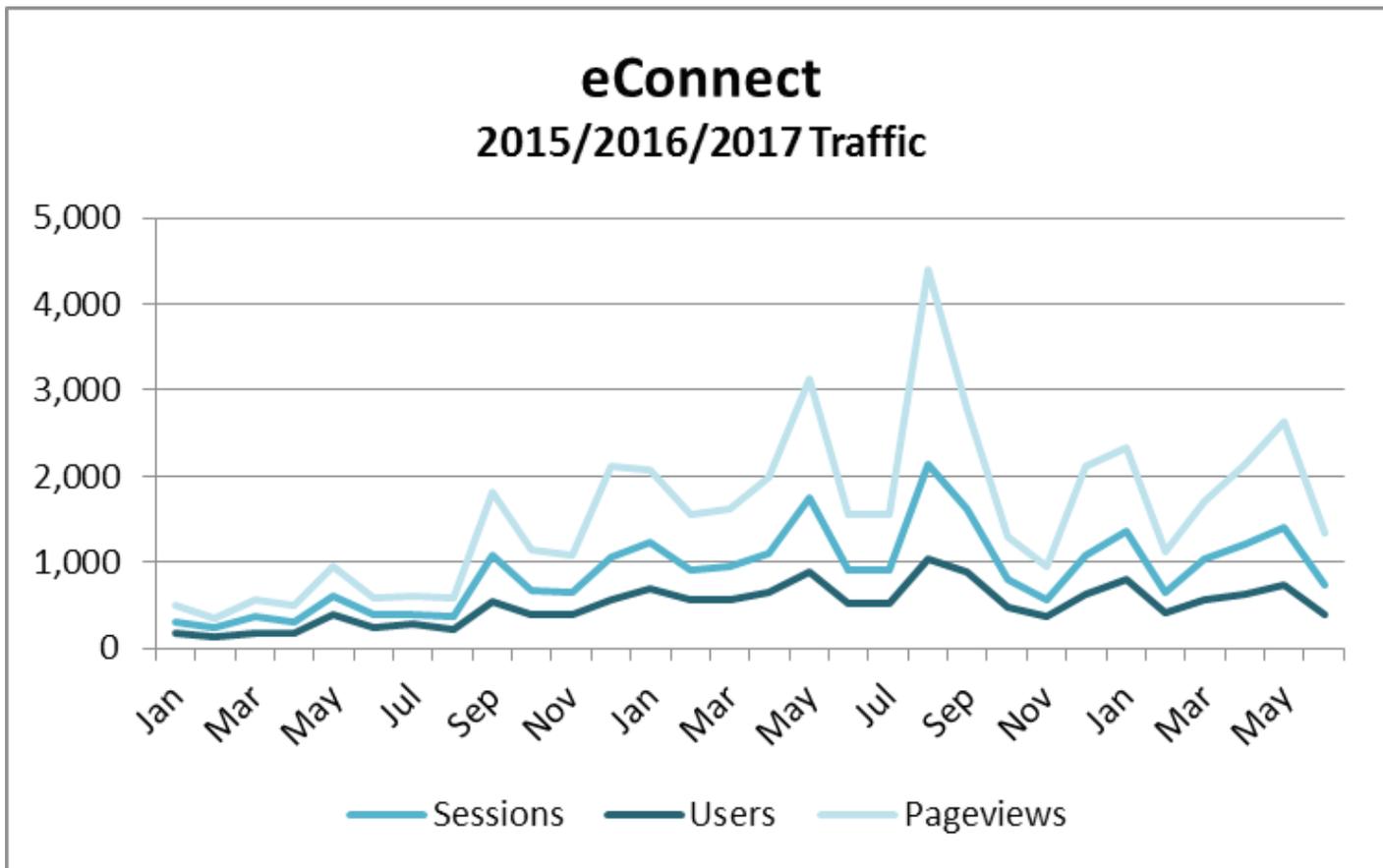
Gallery

Gallery 2



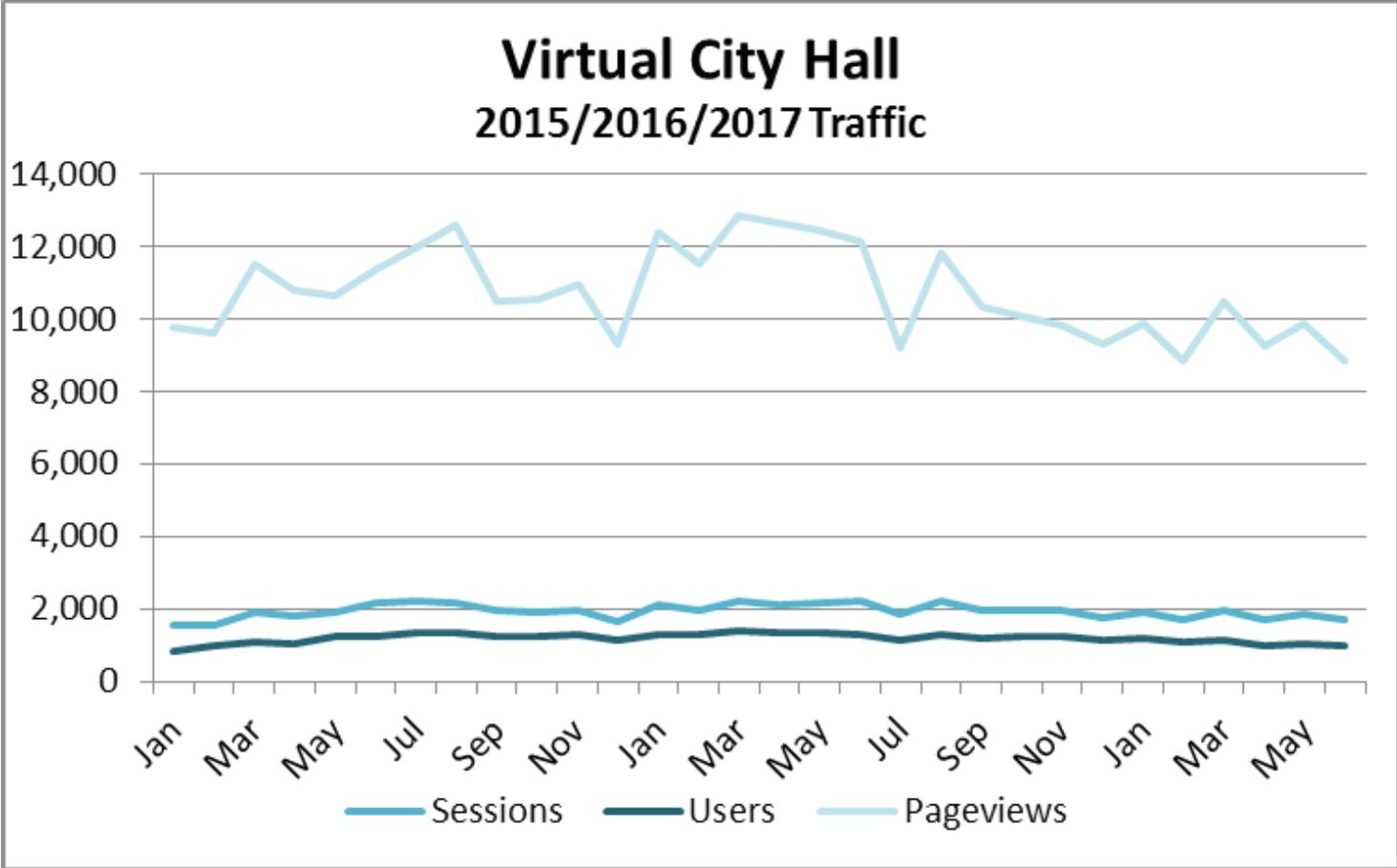
Gallery

Gallery 3



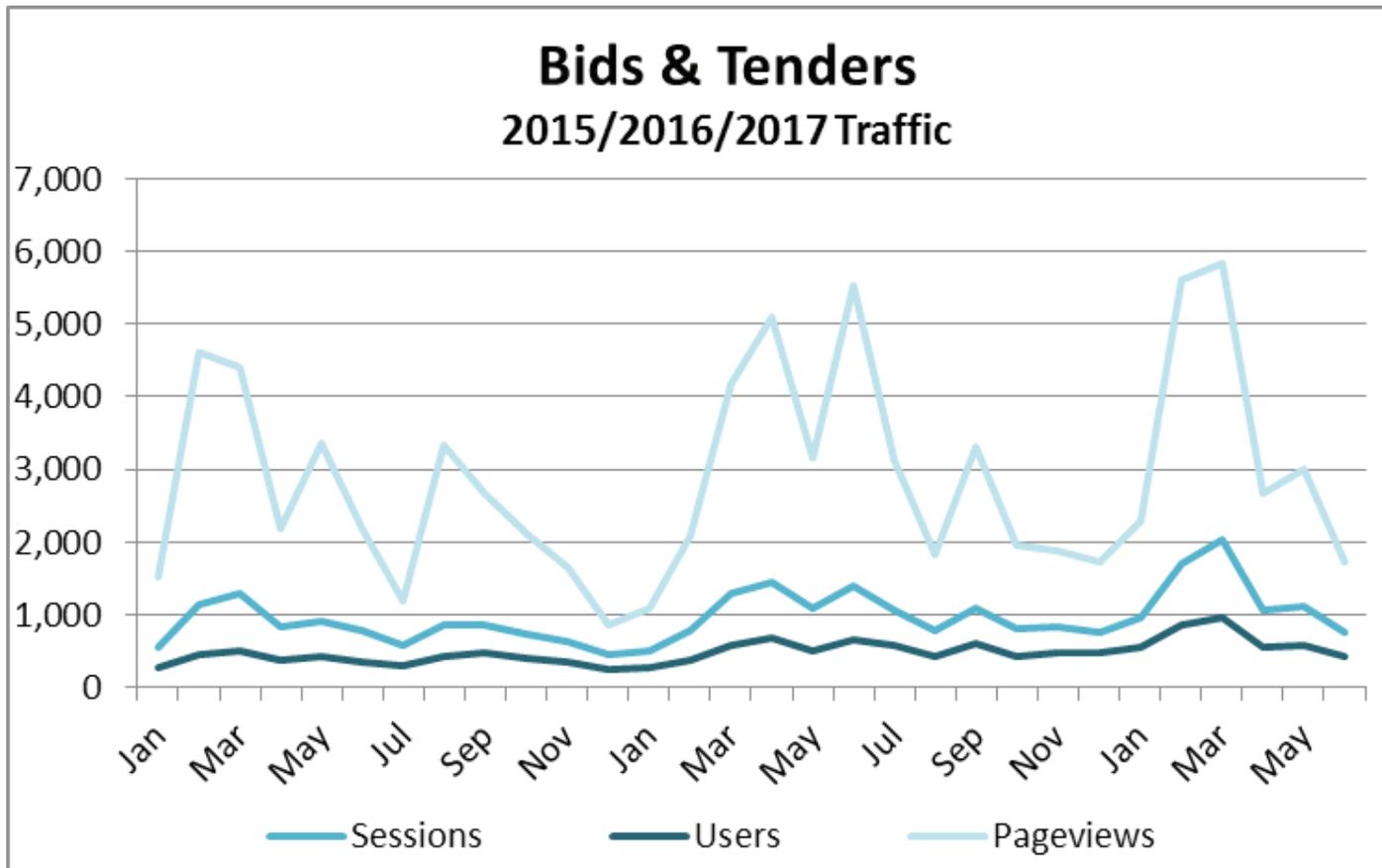
Gallery

Gallery 4



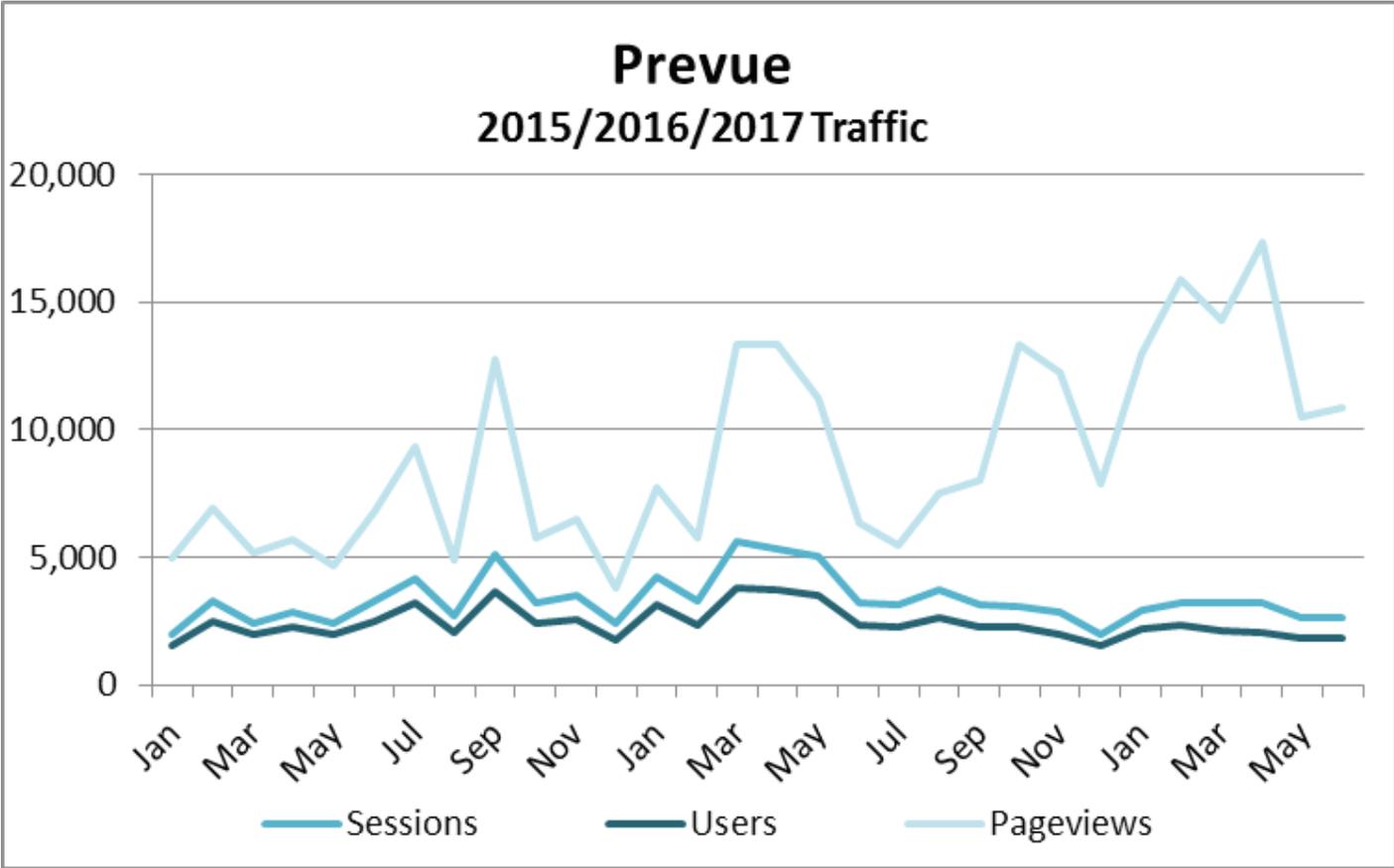
Gallery

Gallery 5



Gallery

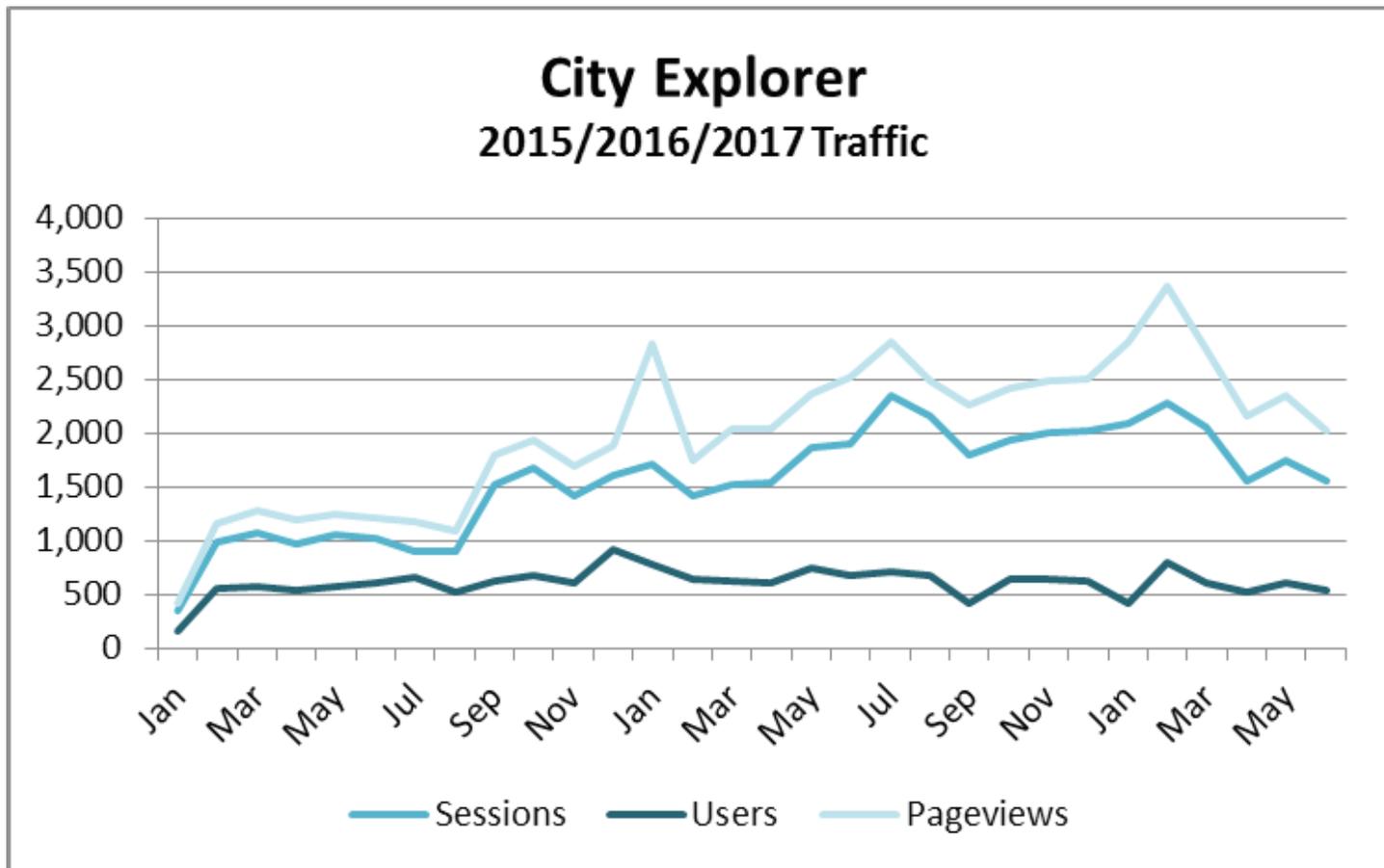
Gallery 6



# CAPITAL FUND - 2018 Capital Projects

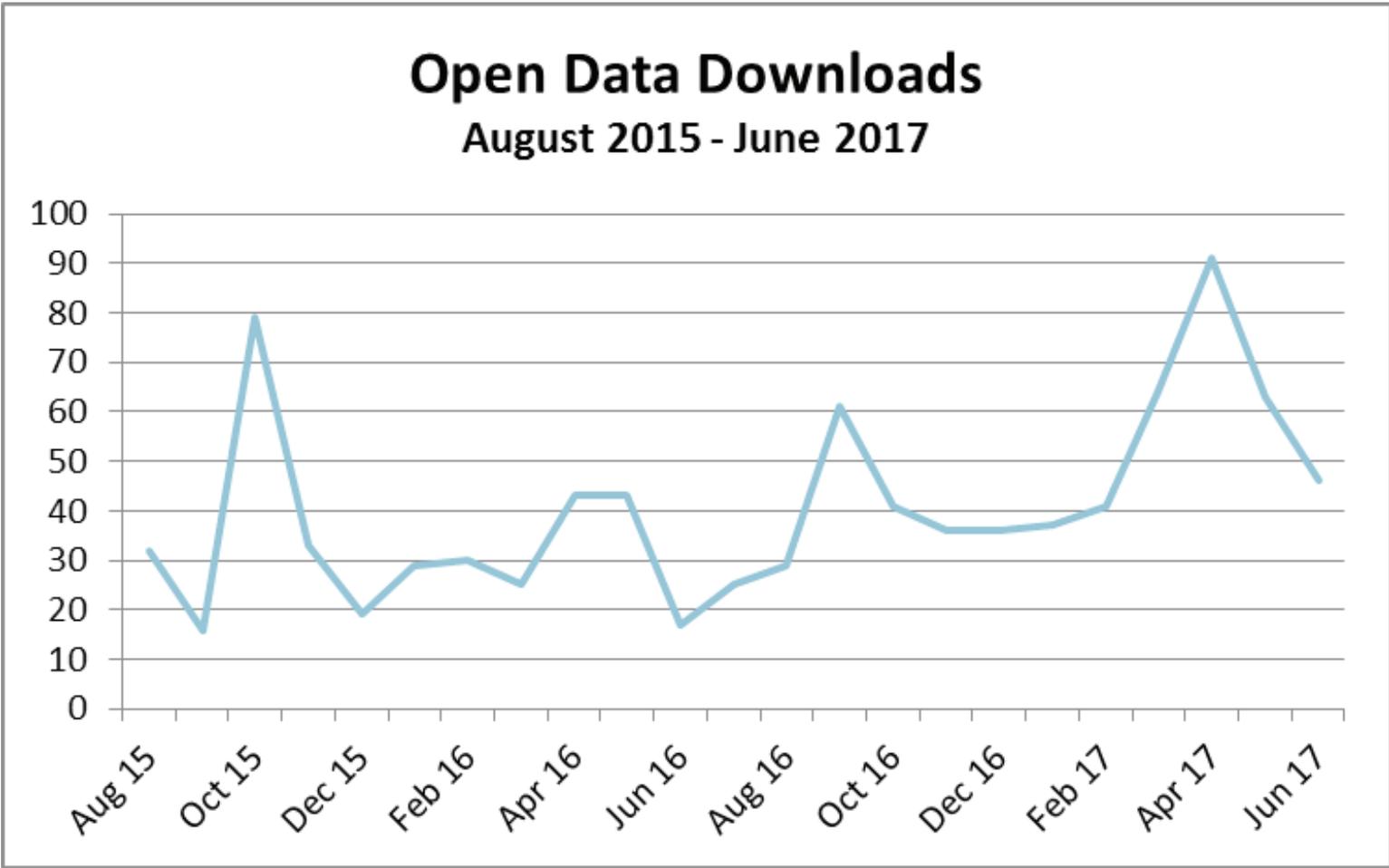
## Gallery

Gallery 7



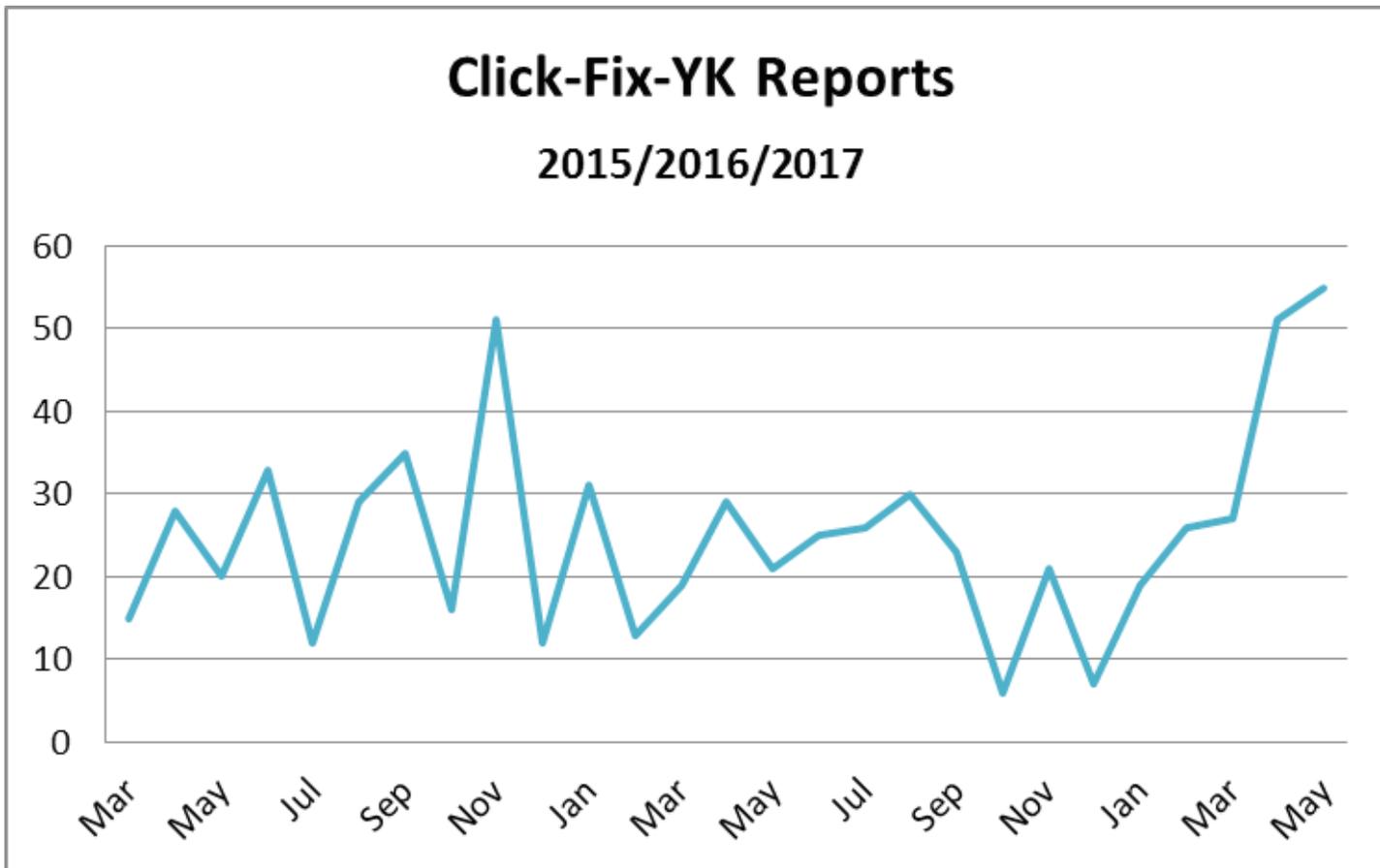
Gallery

Gallery 8



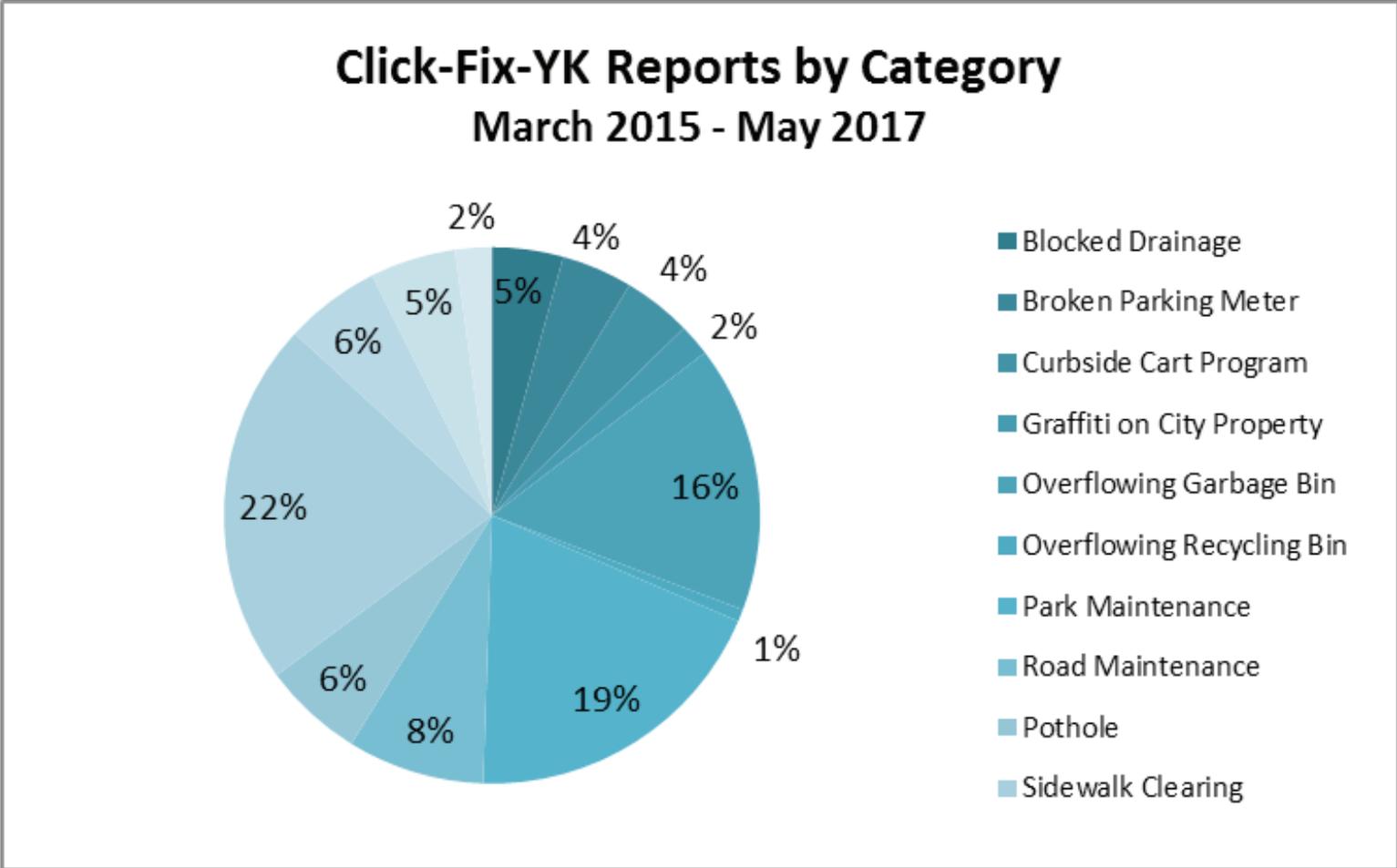
Gallery

Gallery 9



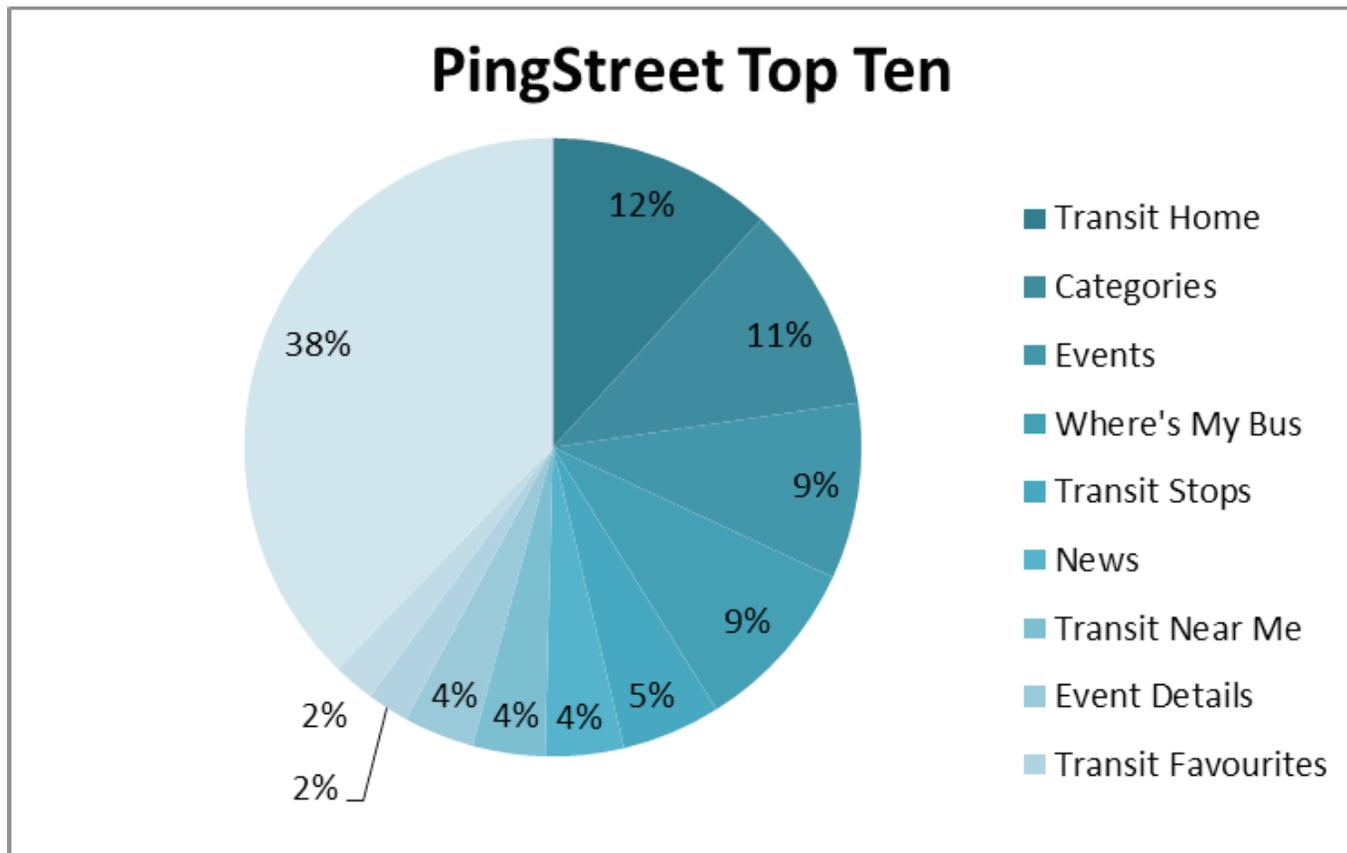
Gallery

Gallery 10



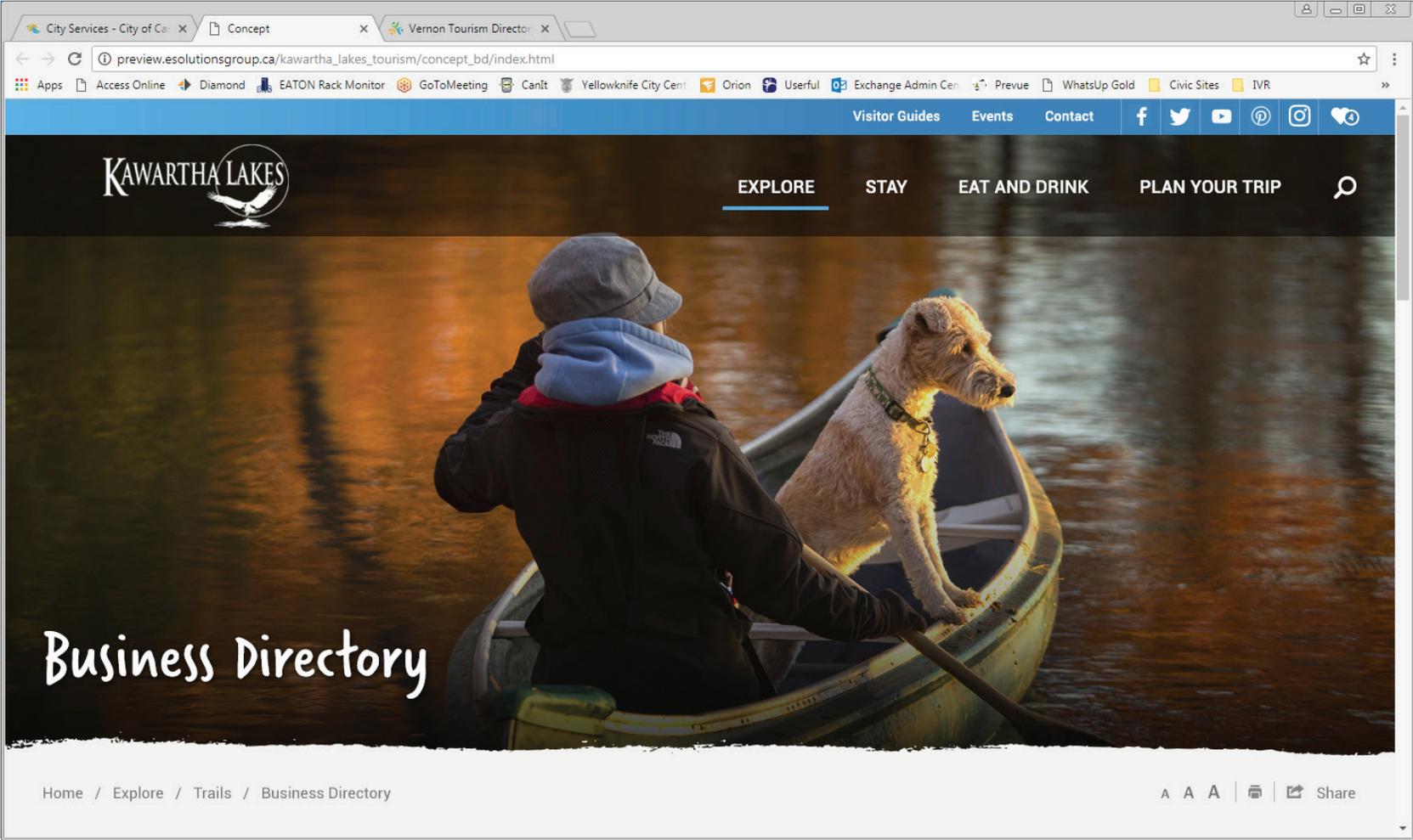
## Gallery

Gallery 11



Gallery

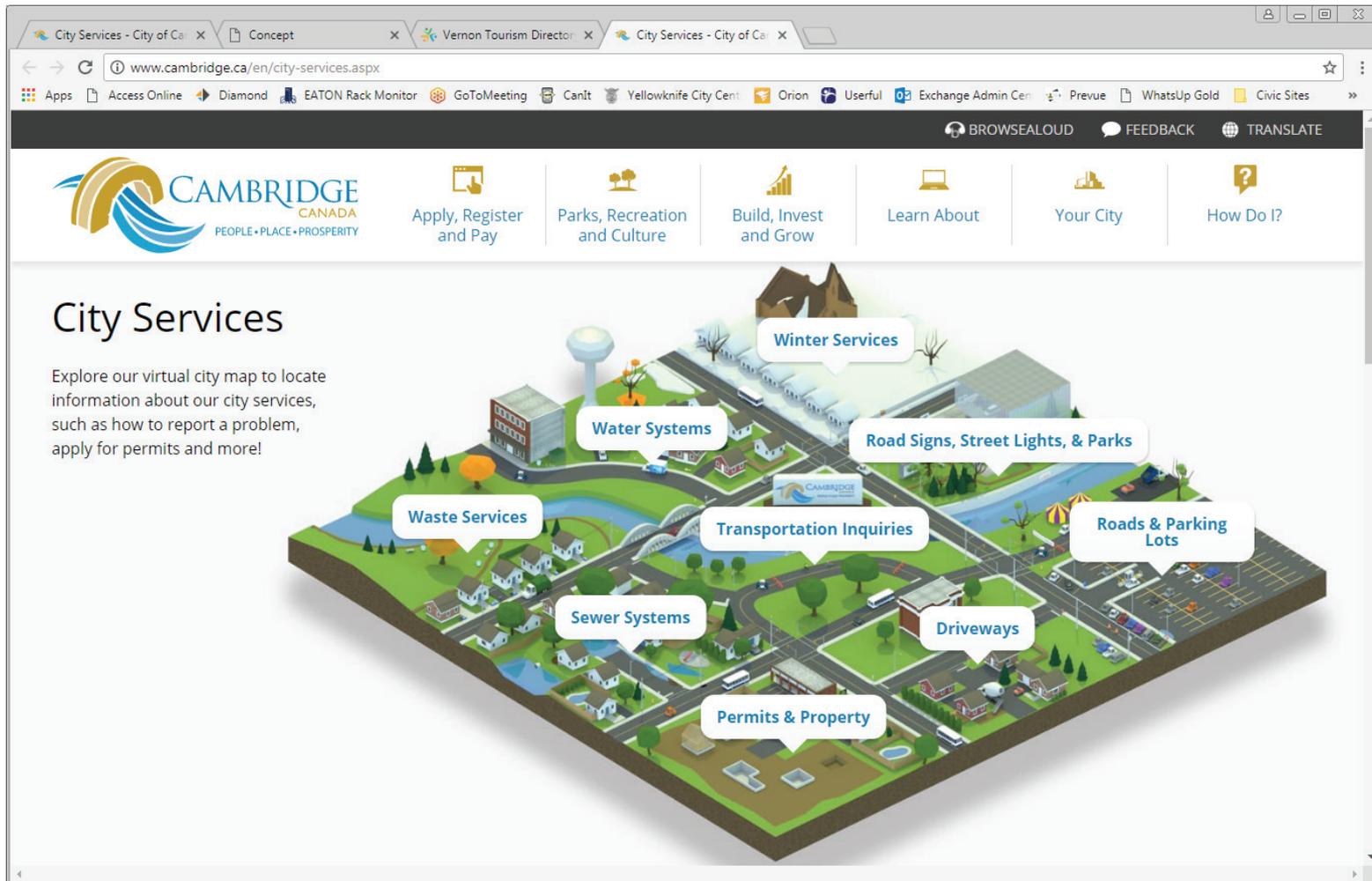
Gallery 12



# CAPITAL FUND - 2018 Capital Projects

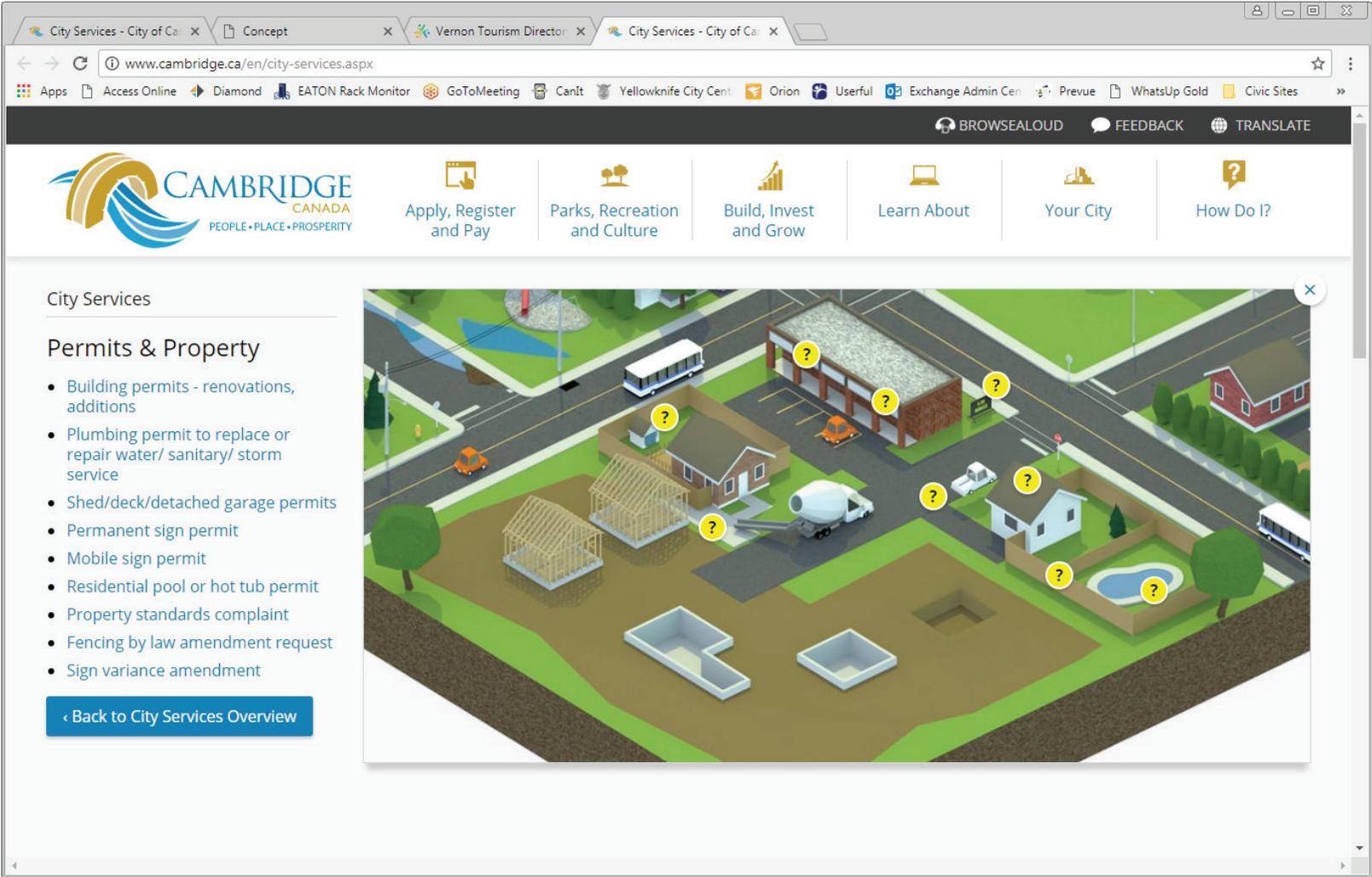
## Gallery

### Gallery 13



Gallery

Gallery 14



## Gallery

### Gallery 15

The screenshot shows a web browser window displaying the City of Cambridge website. The address bar shows the URL: [www.cambridge.ca/en/build-invest-grow/Permits.aspx#Residential-Permits](http://www.cambridge.ca/en/build-invest-grow/Permits.aspx#Residential-Permits). The page header includes the City of Cambridge logo and navigation tabs: 'Apply, Register and Pay', 'Parks, Recreation and Culture', 'Build, Invest and Grow', 'Learn About', 'Your City', and 'How Do I?'. A left-hand navigation menu lists various services, with 'Business Applications, Licences and Permits' selected. The main content area is titled 'Which application form(s) do I need to complete?' and lists common projects and required building permit applications, including Residential, Industrial, Commercial, Institutional and Large Residential, Demolition Permits, and Plumbing Permits. A right-hand sidebar contains service tiles for 'Building and Planning', 'Property Tax', and 'Water Billing', along with a 'Contact Us' section providing the address of the Building Division and contact numbers.



Gallery

Gallery 16



## Gallery

### Gallery 17

Careers - Town of Milton x

Secure | <https://donate.milton.ca/en/donate/donateonline.aspx?o=Hsc50nPIUsY2UYsfb5IA5HckYETMweQuAleQuAl>

MILTON Play Live Build Work Town Hall

Secure Online Donation

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## CAPITAL FUND - 2018 Capital Projects

**Department** GG General Government **Division** Information Technology  
**Project** 44497670 Secondary Site & Data Replication

		Budget			
		2018	2019	2020	Total
<b>Expenditures</b>		12,000	53,000	59,500	124,500
<b>Funding</b>					
	Reserves	12,000	53,000	59,500	124,500
	<b>Total Funding</b>	<b>12,000</b>	<b>53,000</b>	<b>59,500</b>	<b>124,500</b>

### Description

#### Purpose

To maintain the organization's secondary Data Centre site.

#### Background

The City's Information Technology infrastructure was traditionally centralized at City Hall. However, this singularity presented an unacceptable level of risk to the organization because if the site had been compromised in any way, the organization would not have been able to conduct business. To mitigate this risk, the Information Technology Division undertook to establish a secondary site to run essential services in the event that the primary site becomes unavailable for any reason.

An incremental replace-then-redeploy strategy approach was adopted to alleviate the budget impact. Physical facility preparations at the secondary site were completed in 2013, and since that time the Information Technology Division has been redeploying retired City Hall equipment to the secondary site. This strategy will continue through 2018, with minor investments to address equipment failures. However, by 2019 it will be necessary to make more significant server and storage acquisitions so that basic operational services could be supported at the site if needed.

#### Operational Impact

Continued, incremental enhancements are essential if the organization is to sustain a functional secondary Data Centre capable of resuming and sustaining basic operations. Without them, the City may have to return to the single Data Centre model, which would leave the organization in a very vulnerable position should anything prevent normal operations within the sole Centre.



## CAPITAL FUND - 2018 Capital Projects

Community Services Capital Projects		2016	2017	2017	2018	2019	2020
Project ID	Project Description	Actuals	Budget	Forecast	Budget	Budget	Budget
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Directorate</b>							
50007610	Cigarette Butt Receptacles in Downtown	-	10	10	-	-	-
50036570	Accessibility Audit	-	55	55	-	-	-
<b>Total Directorate Capital Projects</b>		-	65	65	-	-	-
<b>Arenas</b>							
51056570	YKCA Upgrades	45	-	-	-	-	-
51527670	Multiplex Gymnasium Floor Replacement	-	-	-	160	-	-
<b>Total Arenas Capital Projects</b>		45	-	-	160	-	-
<b>Parks</b>							
53006571	Bristol Freighter Repainting	-	-	-	55	-	-
53026570	Surfacing Niven Lake Trail	-	-	-	-	230	-
53026575	Bike Park	-	-	-	50	45	20
53046570	Ball Diamonds Upgrade	-	-	-	-	45	-
53046571	Tommy Forrest Ball Park	-	-	-	200	200	200
53096570	Moyle Park Multi-Use Sport Surface	-	-	-	-	30	-
53106570	Skate Board Park Relocation	-	-	-	-	255	-
53116570	Park Equipment Replacement	59	-	-	-	-	-
53156570	Twins Pine Hill Trail Development	-	-	509	-	-	-
53196570	Sport & Multiuse Fields Upgrade	4	-	-	-	-	-
53236570	Frame Lake Trail Upgrades	-	200	255	-	-	-
53236571	Trail Enhancement and Connectivity	-	-	-	25	300	-
53276571	Tennis Court Resurfacing	-	137	137	-	-	-
53286570	Lakeview Heights Playground	-	-	-	90	-	-
53526570	Cemetery Expansion/Irrigation	51	105	159	-	-	-
53536570	Columbarium Park	-	-	-	-	-	100
<b>Total Parks Capital Projects</b>		114	442	1,060	420	1,105	320
<b>City Hall</b>							
56016570	City Hall Upgrades	12	-	94	210	-	-
<b>Total City Hall Capital Projects</b>		12	-	94	210	-	-

## CAPITAL FUND - 2018 Capital Projects

Community Services Capital Projects		2016	2017	2017	2018	2019	2020
Project ID	Project Description	Actuals	Budget	Forecast	Budget	Budget	Budget
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Fieldhouse</b>							
58006570	Fieldhouse Floor Cover	-	-	-	-	170	-
58006571	Fieldhouse Climbing Wall	-	160	160	-	-	-
58016570	Fieldhouse Upgrades	-	-	-	100	-	-
<b>Total Fieldhouse Capital Projects</b>		-	160	160	100	170	-
<b>Programs - Pool &amp; Recreation</b>							
54007640	Commercial Christmas Tree Replacement	-	-	-	30	-	-
55006570	New Aquatic Centre	-	-	-	75	6,750	22,905
55056570	Pool Upgrades	-	-	15	-	-	-
55056570	Retiling of Pool Interior	-	-	-	20	20	20
55057611	Siding Pool Exterior Walls	-	-	-	100	-	-
55057670	Heat Exchanger	-	-	-	-	-	50
55076570	Security Improv. to Pool Reception & Changing Area	2	-	-	-	-	-
<b>Total Programs - Pool &amp; Recreation Capital Projects</b>		2	-	15	225	6,770	22,975
<b>Library</b>							
52016570	Library Washroom Development	-	-	57	-	-	-
<b>Total Library Capital Projects</b>		-	-	57	-	-	-
<b>Total Community Services Capital Projects</b>		173	667	1,451	1,115	8,045	23,295



## CAPITAL FUND - 2018 Capital Projects

Community Services Capital Projects	2018 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)	Reserves (\$000's)
<b>Community Services</b>				
<b>Arenas</b>				
51527670 Multiplex Gymnasium Floor Replacement	160	160	-	-
<b>Total Arenas</b>	160	160	-	-
<b>Parks</b>				
53006571 Bristol Freighter Repainting	55	-	-	55
53026571 Bike Park	50	25	25	-
53046571 Tommy Forrest Ball Park Upgrades	200	60	140	-
53236571 Trail Enhancement and Connectivity	25	25	-	-
53286570 Lakeview Heights Playground	90	10	80	-
<b>Total Parks</b>	420	120	245	55
<b>Fieldhouse</b>				
58016570 Fieldhouse Upgrades	100	100	-	-
<b>Total Fieldhouse</b>	100	100	-	-
<b>City Hall</b>				
56016570 City Hall Upgrades	210	210	-	-
<b>Total City Hall</b>	210	210	-	-
<b>Programs &amp; Recreation</b>				
54007640 Commercial Christmas Tree Replacement	30	30	-	-
<b>Total Programs &amp; Recreation</b>	30	30	-	-
<b>Pool</b>				
55006570 New Aquatic Centre	75	64	11	-
55056570 Pool Upgrades	20	20	-	-
55057611 Siding Pool Exterior Walls	100	100	-	-
<b>Total Pool</b>	195	184	11	-
<b>Total Capital Projects</b>	1,115	804	256	55

# CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Multiplex  
**Project** 51527670 Multiplex Gymnasium Floor Replacement

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>160,000</b>			<b>160,000</b>
<b>Funding</b>				
Formula Funding	160,000			160,000
<b>Total Funding</b>	<b>160,000</b>			<b>160,000</b>

## Description

### Purpose

To replace the flooring in the Multiplex Gymnasium to reduce safety concerns and address the increasing maintenance cost associated with maintaining the floor.

### Background

At the time the Multiplex was being contemplated, the City entered into discussions with the Department of National Defence (DND) to add a gymnasium component to the facility. An Agreement was reached whereby DND provided the capital cost of \$1M. The Agreement stipulated that the City would retain ownership and control over the facility and DND would be allocated a set amount of time per week as well as exclusive access to the mezzanine level. The \$1M was to be considered pre-paid rent for this use. Each year a calculation of the number of hours utilized by DND of the gym is undertaken and that amount is deducted from the original contribution. The mezzanine area is also included in this calculation.

The gymnasium is utilized for many activities and events programmed by the City including Judo, Tae Kwon Do, Summer Day Camp Program, Movie Nights, Volunteer Appreciation Breakfast, the Community Showcase, Sport Camps and many other recreation programs to numerous to list. In addition the facility is popular with many clubs and organizations. Uses over the past number of years have included basketball, volleyball, soccer, fitness training, floor hockey etc. The gymnasium is also popular for birthday parties and many other informal gatherings.

The facility is booked to 78% of its available capacity and generates approximately \$30,000 annually in revenue. The users of this facility range in age from toddlers to seniors.

Over the past two to three years the maintenance on the gym flooring has increased due to the ongoing wear and tear associated with the use. The floor material is marmoleum product and has been ripped, torn and gouged. These areas must be cut out and replaced and the sport lines repaired. These intrusions into the integrity of the floor cause issues with the maintenance and safety of users. Through regular janitorial maintenance on the floor, water and cleaning solution is able to penetrate the floor and leach between the sub-surface and marmoleum causing further issues such as lifting and bubbling of the material, which in turn leads to additional ripping, tearing and gouging,

The rips, tears and gouges in the flooring material pose a safety hazard for those utilizing the gym. They become tripping hazards and lead to abrasions and cuts on the users. It is estimated by staff that there are in excess of 85 locations where the floor has sustained this damage.



Gallery 1 (Tear in flooring to sub-surface) and Gallery 2 (Gouge & rip with lifted flooring) are examples of the damage to the floor. In discussing the condition of the floor with a local contractor, the estimated life of the floor is 10 to 15 years. Also, the estimated down time for a scheduled repair is approximately 2 to 3 weeks. If there is an issue mid-budget season where the floor is compromised beyond a repair, the length of down time will be between 10 and 12 weeks. This amount of unscheduled down time will have a large effect on the various users, recreation programs and events and of course lead to reduced revenue.

The mezzanine level of the gymnasium is for the exclusive use by DND and their designated partners as per the contribution agreement. The City has duty to maintain its facilities in a safe and operable standard. The condition of the mezzanine floor is the same as the main gym floor. There are cuts, rips and gouges that compromise the safety of the users.

For these reasons and to achieve an economy of scale, the replacement of both floors is being proposed for the 2018 capital budget.

### **Operational Impact**

There will be no additional operational costs associated with this project.

Gallery

Gallery 1



Gallery

Gallery 2



# CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Parks & Trails  
**Project** 53006571 Bristol Freighter Repainting

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	55,000			<b>55,000</b>
<b>Funding</b>				
Reserves	55,000			55,000
<i>Total Funding</i>	<b>55,000</b>			<b>55,000</b>

## Description

### Purpose

To sandblast, prime and re-paint the steel base, as well as pressure wash and re-paint the Bristol Freighter with the same three existing colours.

### Background

The Bristol Freighter along Highway #3, near the Airport, welcomes visitors to Yellowknife. This plane, once operated by Wardair Limited, was the first to land on skis at the North Pole in 1967. This historic aircraft was donated to the City of Yellowknife in 1970. It was last painted in 1996.

Around the plane there are picnic tables, tables and interpretative signage. This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Prior to commencing the project, administration will carry out research for additional funding from outside sources related to heritage, aviation, etc.

### Operational Impact

It is anticipated that this project will not affect the current O&M budget.



## CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Parks & Trails  
**Project** 53026571 Bike Park

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>50,000</b>	<b>45,000</b>	<b>20,000</b>	<b>115,000</b>
<b>Funding</b>				
Formula Funding	25,000	20,000	10,000	55,000
Other Grants	25,000	25,000	10,000	60,000
<i>Total Funding</i>	<b>50,000</b>	<b>45,000</b>	<b>20,000</b>	<b>115,000</b>

### Description

#### **Purpose**

To develop, in conjunction with the Yellowknife Mountain Bike Club, a high quality four season multi-use non-motorized trail system for the development of skills and the recreational enjoyment of mountain bike enthusiasts.

#### **Background**

This project will be a multi year project commencing in 2018. In conjunction with the City, the Mountain Bike Club proposes to raise \$50,000 towards the project over a two year period and has agreed to be responsible for the administration and maintenance of the park.

The multi-use bike park will be within close proximity of the population center of the City, located just off Cemetery Road and Old Airport Road, and will encompass approximately 1.5 to 2.5 kilometers of trail. Year one of the project will combine the design and building of the pump track. Year two will see the installation of the skills, jumps and trail areas.

The trails will be designed in a manner that is approachable to new users while still being fun and rewarding for expert level riders and will provide users the ability to develop mountain biking skills in a safe and approachable manner.

#### **Operational Impact**

The City will enter into an Operational Agreement with the Mountain Bike Club for the Club to operate and maintain the park to ensure there are no O&M costs to the City.

# CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Parks & Trails  
**Project** 53046571 Tommy Forrest Ball Park Upgrades

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>
<b>Funding</b>				
Formula Funding	60,000	60,000	60,000	180,000
Other Grants	140,000	140,000	140,000	420,000
<i>Total Funding</i>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>

## Description

### Purpose

To partner with the Yellowknife Men’s Fastball Association for the continued development of the Tommy Forrest Ball Park.

### Background

Following a presentation from the Yellowknife Men’s Fastball Association, Council is desirous of establishing a partnership with the Association for continued development of the Tommy Forrest Ball Park as a community park. The partnership will see the City contributing \$60,000, contingent upon the Association contributing \$140,000 annually for the following three years, to help the development of items such as a playground, protective screening, historic display, proper field drainage, installation of bleachers, etc.

There are no direct financial benefits for the City under this partnership, however this will provide an opportunity for the Association to further develop the sport in Yellowknife and provide the opportunity to explore Sport Tourism by seeking out regional and national events.

### Operational Impact

There are no anticipated operational costs associated with this partnership arrangement.



## CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Parks & Trails  
**Project** 53236571 Trail Enhancement and Connectivity

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	25,000	300,000		325,000
<b>Funding</b>				
Formula Funding	25,000	300,000		325,000
<i>Total Funding</i>	<b>25,000</b>	<b>300,000</b>		<b>325,000</b>

### Description

#### **Purpose**

Develop trail connectivity on the McMahon Frame Lake Trail by extending the multiuse trail behind the new Stanton Hospital to connect the existing paved portion of the trail and to the trail leading to the underpass adjacent to Staples. This needs to be done in respect of and in collaboration with land use options being considered for Commissioners lands for health care, healing, wellness and reconciliation.

As well, the City will work with the Transportation Issues Committee (TIC) to develop a trails connectivity strategy for the city.

#### **Background**

Yellowknife City Council would like to extend the McMahon Frame Lake multiuse trail in order to increase options for active transportation. Specifically, the portion that extends behind the new Stanton Hospital will be converted from nature trail to accessible trail connecting to the underpass adjacent to Staples. This will be done in collaboration with GNWT's Department of Health and Social Services and other partners who will be collaborating in order to align land use in the area. Should this be the location of a future Indigenous Healing and Wellness Centre, careful planning must be undertaken to ensure optimal and appropriate access.

The trail has been in existence for many years in this area as a natural trail. Those utilizing the trail would follow painted footsteps along the rock as well as trail markers. The current alignment has to be adjusted to allow for the footprint of the new hospital, as well as any potential future health care/healing facilities, and the trail would be upgraded to match the existing asphalt surface. Signage would also be included in the project to ensure those using the trail are aware of the full extent of the trail system. The 2018 funding represents Phase 1 and pending the discussions on land use and subsequent trail location, any required resources for paving and completion will be identified for 2019.

The project will reflect some of the key points of the Integrated Parks, Trails and Open Spaces Development Study including connectivity and the creation of non-motorized commuting systems.

## CAPITAL FUND - 2018 Capital Projects

In addition, the City proposes to work with the Transportation Issues Committee to develop a Trails Connectivity strategy that will take a macro approach to connecting all multi use and non-motorized commuting systems throughout the community.

Application for a variety of grant sources such as Active Transportation and Get Active Funding opportunities will be investigated to offset the capital costs of the project.

### **Operational Impact**

Maintenance of this trail system is a full year process. Snow and ice maintenance is carried out via mechanical means on a priority basis as this is a heavily utilized trail by commuters on a daily basis. The addition of approximately 500 meters of multiuse trail will increase the time that staff allocates to these duties. It is anticipated that there will be minimal financial impact however, the allocation of resources to secondary and tertiary tasks will be adjusted. Any costs related to the implementation of the Trails Connectivity Strategy will need to be considered in future years.



## CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Parks & Trails  
**Project** 53286570 Lakeview Heights Playground

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>90,000</b>			<b>90,000</b>
<b>Funding</b>				
Formula Funding	10,000			10,000
Other Grants	80,000			80,000
<i>Total Funding</i>	<b>90,000</b>			<b>90,000</b>

### Description

#### Purpose

When Lakeview Heights was established in 2012, an area referred to as Lot 102 was identified to develop into park space, complete with a playground apparatus for the residents of the area. The City has been approached by the Developer to ensure that the planned park development is completed in a timely manner.

#### Background

As per the 2012 General Plan:

1. a. (ii) All residents within the Residential Community, Mixed-Use and Downtown designations should be within 250m of a neighbourhood Park;
2. a. (iii) No crossing of an Arterial Road will be required to access a neighbourhood Park.

As per the Development Agreement, this area was partially developed to ensure easy access for the completion of the park. The site was filled with rock, crush and clay to a completed grade level. The project will entail completing the site development by adding the finishing material, play structure, fencing etc. There are no other City owned play structures in the vicinity so a new park and playground will stimulate young children, and encourage mental and physical growth.

Prior to finalizing the park amenities, a public consultation phase will be carried out, eliciting input from the residents in the area.

#### Operational Impact

As per the Performance Measures, the addition of a playground and park space requires an additional \$3,932 for annual maintenance. It is anticipated that this park will be completed in the late fall; therefore the cost will be associated with 2019.

# CAPITAL FUND - 2018 Capital Projects

		Operating Impact			
		2018	2019	2020	Total
Contracted Costs			3,932		3,932
	<b>Total</b>		<b>3,932</b>		<b>3,932</b>





## CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** City Hall  
**Project** 56016570 City Hall Upgrades

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>210,000</b>			<b>210,000</b>
<b>Funding</b>				
Formula Funding	210,000			210,000
<b>Total Funding</b>	<b>210,000</b>			<b>210,000</b>

### Description

#### Purpose

To upgrade the main entrance of City Hall by replacing the current stairs and improving the entrance.

#### Background

City Hall was built in 1975 as the administrative center of the City of Yellowknife. Over the years the main stairway to the building has degraded, creating the need for numerous repairs to be carried out. Over the past several repairs, it has become apparent that the stairs are reaching their full life expectancy and require replacement.

It is proposed that the project will include the re-design and replacement of the stairs to ensure the ongoing safety of visitors to and from City Hall as well as reflecting the importance of the building as the administrative centre for the City of Yellowknife.

#### Operational Impact

It is anticipated that this project will not affect the current O&M budget.





## CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services  
**Project** 55006570 New Aquatic Centre  
**Division**  
**Pool**

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>				
Public Consultation	75,000			75,000
Architectural/Engineering		6,750,000		6,750,000
Construction			22,905,000	22,905,000
<i>Total Expenditures</i>	<b>75,000</b>	<b>6,750,000</b>	<b>22,905,000</b>	<b>29,730,000</b>
<b>Funding</b>				
Formula Funding	63,750			63,750
Other Grants	11,250	1,012,500	7,125,750	8,149,500
Debt Funding		5,737,500	15,779,250	21,516,750
<i>Total Funding</i>	<b>75,000</b>	<b>6,750,000</b>	<b>22,905,000</b>	<b>29,730,000</b>

### Description

#### Purpose

The development of an Aquatic Centre is a multi-year project commencing in 2018 and concluding in 2021. The initial phase of the project will be carrying out a full public consultation including discussions with all major and minor user groups, the aboriginal community and stakeholders.

Funding in 2018 will be used to engage the services of a qualified service provider to carry out an extensive consultation process to determine the feasibility and community requirements of an aquatic centre. This study will identify the current and future needs of the community as well as the various user groups to ensure that the new development will be relevant, well into the future of Yellowknife. The study will identify the various components that will comprise the facility, location and budget.

Subsequent year funding will include the development of the Architectural and Engineering Phase of the project in 2019 with construction commencing in 2020 with completion in 2021.

#### Background

The City has made an application to the Building Canada Fund (BFC), Provincial-Territorial Infrastructure Component for the development of an aquatic centre. The funding available to the City for this project is \$12,900,000.00 which the City must match with \$4,300,000.00 (75%/25% funding as shown in Gallery 1).



The development of an aquatic centre to meet the needs of the community would likely include a facility large enough for additional program space, the provision of a competition pool and revenue generating space to ensure the facility is sustainable and keeps the cost impact to the ratepayers to a minimum. The current situation within the Ruth Inch Memorial Pool is that the pool has reached its capacity several years ago. There is typically a wait list of approximately 300 – 350 per session for the swim lessons sessions offered; therefore close to 1,000 annually. The competitive swim club must send athletes to the south to train in a proper sized pool and the ability to generate additional funds within the facility is very limited.

### **Operational Impact**

It is anticipated that the project will be completed in 2021 with the full impact of the operational costs to be in effect in 2022. It is estimated that the net operational cost of the facility will be \$1,582,000 with a recovery rate of 65%. This recovery rate is based on a facility that includes the components to generate revenue over and above regular pool operations.

## CAPITAL FUND - 2018 Capital Projects

### Gallery

Gallery 1

Year	Phase	Cost	BCF	City
2018	Public Consultation	\$75,000	\$11,250	\$63,750
2019	Architectural/Engineering	\$6,750,000	\$1,012,500	\$5,737,500
2020	60% Construction	\$22,905,000	\$7,125,750	\$15,779,250
2021	40% Construction	\$15,270,000	\$4,750,500	\$10,519,500
<b>Total</b>		<b>\$45,000,000</b>	<b>\$12,900,000</b>	<b>\$32,100,000</b>





# CAPITAL FUND - 2018 Capital Projects

**Department** CS Community Services **Division** Pool  
**Project** 55057611 Siding Pool Exterior Walls

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>100,000</b>			<b>100,000</b>
<b>Funding</b>				
Formula Funding	100,000			100,000
<b>Total Funding</b>	<b>100,000</b>			<b>100,000</b>

## Description

### Purpose

To install a rain screen cladding over existing stucco siding on the exterior walls of the Ruth Inch Memorial Pool.

### Background

Ruth Inch Memorial Pool opened its doors to the public in the fall of 1988 and continues to be popular among residents and visitors alike. The proposed project would cover the exterior walls of the building with new siding. This would require the removal of a portion of the existing stucco finish to inspect for moisture penetration and possible damage to the insulation and vapor barrier. The building would then be resealed with rigid insulation and clad with metal siding.

A facility life cycle analysis that was conducted by Williams' Engineering identified many issues that needed to be addressed to ensure the building will meet or exceed its life expectancy. Since the time of the initial report, several items identified have been addressed such as replacement of the Air Handling Unit, replacement of exterior glazing, and upgrading of insulation in the exterior walls of the office space. In addition to these items, the study found that the exterior finish is showing signs of deterioration (Gallery 1 & 2) due to the combination of extreme weather outside the building and high humidity inside. The initial report was followed by an assessment in 2017 that further indicated that to ensure the damage to the exterior of the building did not continue, remedial action must be undertaken.

There were four proposed options in the 2017 report to address the issue ranging from \$50,000 to \$406,000. The low range of options considers a repair assuming the building will remain in operations for the next 3 to 5 years, while the higher cost option assumes that building operations will continue for 15 to 20 years. The option selected assumes the building will remain in operations as a pool for a 5 to 10 year period.

If the problem with the outer walls is not dealt with soon, the reports indicated that moisture will penetrate the walls, leading to the deterioration of materials, allowing mold and mildew to develop.



**Operational Impact**

There are no anticipated impacts to the O&M Budget.

**Gallery**

*Gallery 1*



Gallery

Gallery 2



## CAPITAL FUND - 2018 Capital Projects

Public Safety Capital Projects		2016	2017	2017	2018	2019	2020
Project ID	Project Description	Actuals	Budget	Forecast	Budget	Budget	Budget
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Directorate</b>							
65007611	Wildland Fire Mitigation Emergency Measures	126	125	136	125	150	150
<b>Total Directorate Capital Projects</b>		126	125	136	125	150	150
<b>Fire &amp; Ambulance</b>							
63006430	Portable Radios	-	132	132	141	-	-
63007611	Fire Safety Helmets	-	12	12	9	9	-
63007670	FDM Software	-	-	10	27	-	-
63046540	Fire Division Master Plan	106	-	-	-	-	-
63046571	Fire Hall Improvement	-	-	-	39	26	-
63107615	Additional Firefighter Outfitting Costs	-	40	40	-	-	-
63107670	Station Wear / Bunker Gear	27	20	20	10	10	30
63117670	Aggressor Jackets	5	-	8	-	-	-
63137670	Self-Contained Breathing Apparatus	-	-	-	-	225	225
63176571	Paving & Foundation Repairs	13	30	97	-	-	-
63187670	Automatic External Defibrillators	-	105	105	-	-	-
63227670	Additional Firefighters Outfitting Costs	-	-	-	40	-	-
63246571	Repairs to Air Make-up System	19	-	-	-	-	-
63247600	Fire Hall Emergency Generator	-	100	-	100	-	-
FD0001	Fire Extinguisher Trainer	-	-	-	-	28	-
FD0002	Propane-Fueled Fire Trainer	-	-	-	90	-	-
<b>Total Fire &amp; Ambulance Capital Projects</b>		170	439	424	456	298	255
<b>Municipal Enforcement</b>							
64007610	Mobile Radar Replacement	8	5	5	-	-	-
64007670	Communication Equipment Replacement	30	-	-	-	-	-
64017670	Parking Meter Replacement	38	-	-	-	-	-
<b>Total Municipal Enforcement</b>		76	5	5	-	-	-
<b>Total Public Safety Capital Projects</b>		372	569	565	581	448	405

## CAPITAL FUND - 2018 Capital Projects

Public Safety Capital Projects	2018 Budget (\$000's)	Formula Funding (\$000's)
<b>Public Safety</b>		
<b>Directorate</b>		
65007611 Wildland Fire Mitigation Emergency Measures	125	125
<b>Total Directorate</b>	125	125
<b>Fire &amp; Ambulance</b>		
63006430 Portable Radios	141	141
63007611 Fire Safety Helmets	9	9
63007670 FDM Software	27	27
63046571 Fire Hall Improvement	39	39
63107615 Additional Firefighters Outfitting Costs	40	40
63107670 Station Wear / Bunker Gear	10	10
63227670 Propane-Fueled Fire Trainer	90	90
63247600 Fire Hall Emergency Generator	100	100
<b>Total Fire &amp; Ambulance</b>	456	456
<b>Total Capital Projects</b>	581	581



## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Directorate  
**Project** 65007611 Wildland Fire Mitigation Emergency Measures

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>125,000</b>	<b>150,000</b>	<b>150,000</b>	<b>425,000</b>
<b>Funding</b>				
Formula Funding	125,000	150,000	150,000	425,000
<i>Total Funding</i>	<b>125,000</b>	<b>150,000</b>	<b>150,000</b>	<b>425,000</b>

### Description

#### Purpose

This project, which is the continuation of the emergency mitigation started in 2015, is intended to protect residential neighbourhoods in the southern portion of our City from the risk of wildland (forest) fire.

#### Background

Starting in 2010, the Government of the Northwest Territories Department of Environment and Natural Resources (ENR) began to conduct assessments for territorial communities in relation to the risk of wildfire. The GNWT-ENR Department completed the “Yellowknife Community Wildfire Protection Plan” in 2012, and this report has become the basis for the City’s wildland fire mitigation strategy.

The 2014 and 2015 forest (or wildland) fire seasons in the Northwest Territories (NWT) were the worst ever recorded in the Territory. The 2017 fire season was difficult elsewhere in Canada (interior of British Columbia and parts of Alberta and Ontario) as well, and new climate models indicate low water levels and minimal precipitation in the years to come in the NWT. Wildland fires are often large and difficult to control or subdue, therefore, work that reduces the risks from wildland fire is important to ensure the safety of our residents.

Based upon recommendations from ENR regarding “fire-smarting” in Yellowknife, this phased approach will continue to deal with the most serious threats first.

Work planned for 2018 will provide for the following:

1. A review of the number of emergency structure protection kits, forestry hoses and pumps, with assistance by officials from the ENR Department, to determine if more kits or equipment are required. Each structural protection kit includes hoses, connections and sprinklers that could be deployed in neighbourhoods threatened by approaching wildland fires (multiple neighbourhoods facing the south); and

## CAPITAL FUND - 2018 Capital Projects

2. Brush or tree clearing in specific areas of the city as part of an overall “fire-smarting” project - For more information on fire-smarting, visit; [www.firesmartcanada.ca](http://www.firesmartcanada.ca). In 2017, specialized heavy equipment was contracted for one area where work was completed. In 2018 and beyond, City crews will continue to review equipment requirements that may further assist with the work.

If the City of Yellowknife does not continue with this project, there is a risk that those properties near the forested areas of the southern-side of the City may be exposed to wildland fire. While the City has 28 full-time firefighters, mitigating the risks of wildland fires will help the City to deal with any potential future emergency, especially since mutual aid (Town of Hay River, Town of Fort Smith) and any ‘available’ resources (personnel or equipment) from ENR are limited.

### Operational Impact

As stated earlier, this strategic investment in infrastructure will allow emergency responders to better assess, handle and control a potential wildland fire approaching the City. Employees from the Community Services Department have performed the majority of the work in 2017, with input from Public Safety and Planning and Development. This will continue in 2018 and, depending on resources, the City may look to employ outside contractors to assist in the work. When possible, brush that has been cleared will be used in other City operations.



## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63006430 Portable Radios

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>141,000</b>			<b>141,000</b>
<b>Funding</b>				
Formula Funding	141,000			141,000
<i>Total Funding</i>	<b>141,000</b>			<b>141,000</b>

### Description

#### Purpose

To replace outdated radios that have reached the end of their useful life cycle and for which parts or servicing won't be available beyond 2017.

#### Background

The City of Yellowknife Fire Division (YKFD) responds to approximately 5,000 emergency and non-emergency service calls each year. The portable radios are part of a larger system developed to provide a robust and reliable communications system that protects the City's employees, citizens and property.

The portable radios used by the YKFD are often utilized in harsh conditions at emergency scenes and may be subject to extreme cold, heat, water or other fluids that could affect their operational capabilities if they are not designed to handle such conditions.

The radios currently in use are nearing the end of their serviceable life and will no longer have replacement parts available sometime in 2017. This will make repairs extremely difficult in the event that they become damaged or no longer work. It was previously agreed upon that half of the radios required by YKFD would be replaced in the 2017 fiscal year and the remaining radios would be replaced in 2018 in an effort to complete the project. The first order of radios has gone out as a request for proposal (RFP). The total budget for this project, including 2017 and 2018, equals to \$273,100.

#### Operational Impact

There should be minimal operational impacts as the O&M in place for communications will still be required for repairs or replacement of parts if required after fire or rescue scenes. Given the nature of emergency scenes, equipment is often used to in harsh conditions with demands that are immediate in nature.

# CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63007611 Fire Safety Helmets

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>9,000</b>	<b>9,000</b>		<b>18,000</b>
<b>Funding</b>				
Formula Funding	9,000	9,000		18,000
<b>Total Funding</b>	<b>9,000</b>	<b>9,000</b>		<b>18,000</b>

## Description

### Purpose

To replace outdated bunker gear to meet requirements set out in the National Fire Protection Association (NFPA) guidelines for protective gear.

### Background

The City of Yellowknife Fire Division (YKFD) budget in O&M has historically not been able to keep up with the required replacement and maintenance of outdated or worn protective gear on an annual basis.

The Office of the Fire Marshall (OFM) of the Government of the Northwest Territories (GNWT) has adopted some standards of the National Fire Protections Association (NFPA) within the regulations of the Fire Protection Act of the Northwest Territories. The NFPA 1851 has a standard (or best practices) on the age that certain equipment must be replaced and that standard is adopted by manufacturers and certified repair agencies for that equipment. If a helmet is older than 10 years as stipulated by the NFPA, they will no longer be repaired by the certified repair agency, which leaves the YKFD short of required equipment.

### Operational Impact

The YKFD has an O&M budget to maintain protective gear, however, it is not enough to replace all out-dated bunker gear, helmets, gloves, and provide the necessary repairs or servicing.



## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63007670 FDM Software

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	27,000			27,000
<b>Funding</b>				
Formula Funding	27,000			27,000
<i>Total Funding</i>	<b>27,000</b>			<b>27,000</b>

### Description

#### **Purpose**

To update our present fire management software from WIN 4 to WIN 6 and appropriately train the personnel that is directly involved to use the new software programs.

#### **Background**

The original Fire Department Management System (FDM) was installed in 1998 with only one major upgrade completed when the dispatch services was expanded.

The new version of FDM will allow the Fire Division to collect valuable data and prepare analysis which will allow accurate program planning and deployment of resources as the trends may vary in the future.

#### **Operational Impact**

This project will have a minimal impact on the Fire Divisions O&M.

## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63046571 Fire Hall Improvement

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>39,000</b>	<b>26,000</b>		<b>65,000</b>
<b>Funding</b>				
Formula Funding	39,000	26,000		65,000
<b>Total Funding</b>	<b>39,000</b>	<b>26,000</b>		<b>65,000</b>

### Description

#### Purpose

To upgrade the fire station to better accommodate the new hires that were made over the past few years and to reseal the apparatus bay floor.

#### Background

The City's Fire Hall was built in 1989 and opened in 1991. Since that time, there has been one expansion (addition) in 2012 with only minor retrofits to some of the operating systems in the facility.

As to Occupational Health & Safety (OH&S) requirements the Fire division is required to have an appropriate number of washers and dryers to accommodate the number of personnel on staff. At the present time we have one washer and dryer for washing Personal Protective Equipment (PPE) and would like to increase the number to three of each.

Extra parking spaces are also required, and they will need powered receptacles for winter time use (2019).

In order to protect the apparatus bay floor, we normally repaint and seal it every five years.

#### Operational Impact

Aging infrastructure costs have a higher operational cost over time. This project may have a minimal impact as the Fire Division may assist with the completion of this project.



## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63107615 Additional Firefighters Outfitting Costs

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	40,000			40,000
<b>Funding</b>				
Formula Funding	40,000			40,000
<i>Total Funding</i>	<b>40,000</b>			<b>40,000</b>

### Description

#### **Purpose**

The Yellowknife Fire Division (YKFD) will hire four (4) additional fire fighters for October of 2018. All gear, clothing and equipment will need to meet requirements set out in the National Fire Protection Association (NFPA) guidelines.

#### **Background**

During the 2018 budget deliberations, Council recommended that the City of Yellowknife Fire Division (YKFD) hire an additional four (4) fire fighters for October of 2018. The additional personnel will require additional equipment that was not previously budgeted for. Therefore, Council requested that these costs be included as a separate budget item.

These outfitting costs will cover the costs for the following required equipment (list is not exhaustive); bunker gear, safety helmets, station wear, boots, pagers, O&M costs for physicals/medicals, as well as new lockers.

#### **Operational Impact**

The YKFD has an O&M budget to maintain protective gear. However, it is not enough to purchase new bunker gear, helmets and gloves for the additionally requested fire fighters and also cover any necessary repairs or servicing throughout the year.

# CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63107670 Station Wear / Bunker Gear

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>50,000</b>
<b>Funding</b>				
Formula Funding	10,000	10,000	30,000	50,000
<b>Total Funding</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>50,000</b>

## Description

### Purpose

To replace outdated bunker gear to meet requirements set out in the National Fire Protection Association (NFPA) guidelines for protective gear.

### Background

The City of Yellowknife Fire Division (YKFD) budget in O&M has historically not been able to keep up with the required replacement and maintenance of outdated or worn protective gear on an annual basis. If bunker gear is destroyed during a fire or hazmat situation, the bunker gear costs are billed out. However, the revenues go back into the general revenues of the City (as the process for most billings) and not back to the YKFD to replace the bunker gear in question.

The Office of the Fire Marshall (OFM) of the Government of the Northwest Territories (GNWT) has adopted some standards of the National Fire Protections Association (NFPA) within the regulations of the Fire Protection Act of the Northwest Territories for the manufacture of bunker gear. The NFPA 1851 has a standard (or best practices) on the age that certain equipment must be replaced and that standard is adopted by manufacturers and certified repair agencies for that equipment. If bunker gear is older than 10 years as stipulated by the NFPA, they will no longer be repaired by the certified repair agency, which leaves the YKFD short of required bunker gear.

### Operational Impact

The YKFD has an O&M budget to maintain protective gear, however, it is not enough to replace all out-dated bunker gear, helmets, gloves, and provide the necessary repairs or servicing.



## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63227670 Propane-Fueled Fire Trainer

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	90,000			90,000
<b>Funding</b>				
Formula Funding	90,000			90,000
<i>Total Funding</i>	<b>90,000</b>			<b>90,000</b>

### Description

**Purpose**

To purchase a propane-fueled fire trainer to allow the Yellowknife Fire Division (YKFD) to train on exterior live fires in accordance with the National Fire Protection Association (NFPA) 1001.

**Background**

The propane-fueled fire trainers are designed to provide flexibility with regards to training. The trainers are usually lightweight and can be utilized as a standalone system or with a prop like a car, propane tank, wood pallet or within a dumpster. This provides an array of different training scenarios for our YKFD Staff, allowing us to keep in line with the NFPA 1001 standards.

The fire trainer may also have an auxiliary burner connection within some of the props, which allows for additional training, and also extends the life of the equipment. Props are water cooled using water from the YKFD connection.

**Operational Impact**

The impact on operations outside of the YKFD will be minimal. Additional propane will be required and there may be a need to have operational funding to repair the mechanism as required; however, this should be accommodated within the YKFD budget.

## CAPITAL FUND - 2018 Capital Projects

**Department** PS Public Safety **Division** Fire & Ambulance  
**Project** 63247600 Fire Hall Emergency Generator

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>100,000</b>			<b>100,000</b>
<b>Funding</b>				
Formula Funding	100,000			100,000
<i>Total Funding</i>	<b>100,000</b>			<b>100,000</b>

### Description

#### Purpose

To replace a 27 year-old emergency stand-by generator for the fire hall that also acts as the secondary Emergency Operations Centre for the City of Yellowknife in the event of a crisis.

#### Background

When the City of Yellowknife fire hall was built in 1989 it had an emergency stand-by generator installed to ensure there was power for our emergency responders. The generator has worked beyond its useful age and the City's mechanics and private contractors (called in to attempt repairs) recommend that it should be replaced.

The cost for the replacement generator was reviewed by Public Works as they have replaced, installed or repaired the majority of the back-up generators within the City (used at pump houses or lift stations).

Additional financing is required as the new generator must be relocated to the outside of the fire station. 2017 Capital Budget of \$100,000 will be carried over making the total cost for this project \$200,000.

#### Operational Impact

There will be a positive impact on O&M once the generator has been replaced given the repairs and necessary maintenance required on that machinery.



## CAPITAL FUND - 2018 Capital Projects

Planning & Development Capital Projects		2016	2017	2017	2018	2019	2020	
Project Description		Actuals	Budget	Forecast	Budget	Budget	Budget	Note
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Planning &amp; Development</b>								
60006571	Housing & Affordability Strategy/ Eco Housing	10	-	242	-	-	-	
60006575	50th Street. Revitalization & Business Incubation	15	75	75	-	2,500	2,500	(1)
60016571	Streetscaping	69	-	-	-	-	-	
60036570	Smart Growth/ Harbour Plan Initiatives	18	-	-	-	-	-	
60036571	Wiley Road Improvement (Smart Growth/Harbour Plan)	239	-	255	-	-	-	
60036575	Kam Lake Rd. Improvement(Smart Growth/Harbour)	1	-	-	-	-	-	
60046570	Land Fund Capital Projects	2,519	3,650	3,650	1,250	2,500	2,500	
60066570	General Plan Review	-	-	-	100	-	-	
<b>Total Planning &amp; Development Capital Projects</b>		<b>2,871</b>	<b>3,975</b>	<b>4,222</b>	<b>1,350</b>	<b>5,000</b>	<b>5,000</b>	

**Note**

(1) 2019 & 2020 budget will change based on recommendations of Downtown Multi-purpose Building Study.

## CAPITAL FUND - 2018 Capital Projects

Planning & Development Capital Projects	2018 Budget (\$000's)	Formula Funding (\$000's)
<b>Planning &amp; Development</b>		
<b>Planning &amp; Lands</b>		
60066570 General Plan Review	100	100
<b>Total Planning &amp; Lands</b>	100	100
<b>Total Capital Projects</b>	100	100





## CAPITAL FUND - 2018 Capital Projects

Community plans are also required to be prepared on the basis of surveys and studies of land use, population growth, the economic base of the municipality and its needs relating to transportation, communication, public services and social services, and must be done in consultation with a professional planner.

Once a community plan is adopted by a municipality, Council is required to amend the zoning by-law for consistency. This requirement is established pursuant to Section 7 (1) and (2) of the Act.

This is an opportune time for the City to review its community plan. Incorporating Council goals around better engagement with stakeholders, downtown revitalization, and community sustainability should and can be included in how our community grows and how we regulate land. The Planning and Development Operational Review recommends a new lens through which we make land development decisions and land administration decisions. These policy questions should all form part of our community plan.

At a territorial and regional level the community plan should include a review of the Greater Land Application and how to move forward with land development within a physically constrained community, identify where there are opportunities, and identify key parcels that should be considered to accommodate community growth. The impact of remediation activities, regulatory reviews of particular land and water issues, as well as facilitating public access to the waterfront for better recreational purposes may also be reviewed as part of Yellowknife's tourism strategy.

A robust engagement strategy which tackles difficult community questions will be part of the project design, giving residents, business and stakeholders varied opportunities to be part of the vision for our community over the next 10-20 years.

### **Operational Impact**

The project will require hands-on project management as well as staff involvement. All City Departments are involved in the development of a community plan. In addition to the creation of the plan, all City Departments will also be involved in the implementation of the plan.



## CAPITAL FUND - 2018 Capital Projects

Public Works & Engineering Capital Projects		2016	2017	2017	2018	2019	2020	
Project ID	Project Description	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Engineering and Garage</b>								
70007600	Survey Equipment & AutoCAD Software	-	-	17	-	-	-	
PW0002	Others	-	-	-	-	1,275	-	
<b>Total Engineering &amp; Garage Capital Projects</b>		-	-	17	-	1,275	-	
<b>Fleet Replacement</b>								
71507801	Annual Fleet Replacement Program	1,653	1,088	2,580	1,127	1,227	1,326	
<b>Total Fleet Replacement Capital Projects</b>		1,653	1,088	2,580	1,127	1,227	1,326	
<b>Public Transit</b>								
72006570	Transit Upgrades (Federal)	-	213	175	-	-	-	
PT0001	Transit Stop Upgrades	-	-	-	-	-	91	
<b>Total Public Transit Capital Projects</b>		-	213	175	-	-	91	
<b>Roads &amp; Sidewalks</b>								
73006575	Intersection Upgrades & New Traffic Light Installation	-	500	500	500	-	-	
73076571	McMeekan Causeway Stabilization	-	-	-	450	-	-	
73807611	Traffic Lights Video Detection Equipment	249	80	80	80	80	150	
75206570	Drainage Improvements	-	-	-	50	50	50	
76156570	Annual Paving Program	2,850	2,950	3,550	3,925	3,300	3,500	
<b>Total Roads &amp; Sidewalks Capital Projects</b>		3,099	3,530	4,130	5,005	3,430	3,700	
<b>Solid Waste Management</b>								
80006500	Site Restoration	18	-	212	-	-	-	
80006540	Waste Audit & Long-Term Planning Study	-	75	75	-	-	-	
80006571	Baling Facility Upgrades	-	-	100	-	-	-	
80036570	New Landfill/ Landfill Expansion	3,563	-	148	-	-	-	
80036571	Transfer Station and Cell Access Improvements	-	-	-	200	-	-	
80057670	Baling Facility- Mechanical Upgrades	-	-	48	-	-	-	
80067670	Weigh out Station at SWF	-	-	-	300	-	-	
80086570	Landfill Fire Control & Risk Reduction Plan	-	-	25	-	-	-	
80116570	Monitoring Well Installation	-	-	-	200	-	-	
82047670	Ban Commercial Cardboard	-	-	25	-	-	-	
82056570	Centralized Composting Program	226	700	854	150	-	-	
SW0001	Others	-	-	-	-	400	440	
<b>Total Solid Waste Management Capital Projects</b>		3,807	775	1,487	850	400	440	

## CAPITAL FUND - 2018 Capital Projects

Public Works & Engineering Capital Projects		2016	2017	2017	2018	2019	2020	
Project ID	Project Description	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
		(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Community Energy Plan (CEP)</b>								
70046555	Sustainability Coordinator	80	100	110	100	100	100	
70047670	CEP Energy Efficiency Fund	257	1,205	3,107	300	20	420	
CP0001	Biomass Boiler	-	-	-	-	900	-	
<b>Total Community Energy Plan (CEP) Capital Projects</b>		<b>337</b>	<b>1,305</b>	<b>3,217</b>	<b>400</b>	<b>1,020</b>	<b>520</b>	
<b>Water &amp; Sewer</b>								
90026540	Water Source Selection Study	-	75	104	-	-	-	
90027600	SCADA Upgrades (Federal)	-	500	500	-	-	-	
90116570	Pump Replacement and New Plant	156	-	111	-	-	-	
90217670	Pumphouse #2 Capital Upgrades	-	-	-	-	1,063	-	
90406570	PH#4 Right-Hand Only Exit	-	50	50	-	-	-	
90617610	Pump Replacement Program	-	-	33	-	-	-	
90627670	PHs & LSs- Water Meter Replacement	-	-	14	-	-	-	
90637670	PHs- New Piping	-	263	263	-	-	-	
91126570	Reservoir Inspection & Repairs	-	-	597	-	-	-	
93007670	Backup Power Liftstation Generator Installation	-	-	90	-	-	-	
93557670	Lift Stations Exhaust Fans/Capital Upgrade	-	-	43	-	-	-	
94006570	Lagoon Control Structure Replacement	2	-	-	-	-	-	
94406540	Lagoon Phosphorus Study	-	50	74	-	-	-	
96156570	Water & Sewer Infrastructure Replacement	8,997	2,880	2,963	5,435	3,437	5,756	(1)
96156571	CMP/W&S Federal Funded	129	12,100	12,100	-	-	-	
96156572	Water & Sewer Replacement - PAVING	380	-	-	-	-	-	
97016570	Submarine Pipeline Inspection	35	-	-	80	-	30	
97036570	W&S- Service Repairs	227	-	-	-	-	-	
WS0001	Federally Funded Capital Projects	-	-	-	8,176	425	-	
WS0002	Submarine Intake Line Replacement	-	-	-	-	1,000	19,000	
WS0003	Pumphouse Upgrades	-	-	-	-	-	136	
WS0004	Liftstation Upgrades	-	-	-	-	-	300	
<b>Total Water &amp; Sewer Capital Projects</b>		<b>9,926</b>	<b>15,918</b>	<b>16,942</b>	<b>13,691</b>	<b>5,925</b>	<b>25,222</b>	
<b>Total Public Works &amp; Engineering Capital Projects</b>		<b>18,822</b>	<b>22,829</b>	<b>28,548</b>	<b>21,073</b>	<b>13,277</b>	<b>31,299</b>	

**Note:**

(1) 2016 Actuals included \$4.99M tangible capital assets related to Block 501.



## CAPITAL FUND - 2018 Capital Projects

Public Works & Engineering Capital Projects	2018 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Other Grants (\$000's)	Community Public Infrastructure (\$000's)	Reserves (\$000's)	User Fees (\$000's)	Land Fund (\$000's)
<b>Public Works</b>								
<b>Fleet Management</b>								
71507801 Annual Fleet Replacement Program	1,127	-	-	-	-	1,127	-	-
<b>Total Fleet Management</b>	<b>1,127</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,127</b>	<b>-</b>	<b>-</b>
<b>Roads &amp; Sidewalks</b>								
73006575 Intersections Widening & New Traffic Lights Installation	500	399	-	101	-	-	-	-
73076571 McMeekan Causeway Stabilization	450	450	-	-	-	-	-	-
73807611 Traffic Lights Video Detection Equipment	80	80	-	-	-	-	-	-
75206570 Drainage Improvements	50	50	-	-	-	-	-	-
76156570 Annual Paving Program	3,925	465	-	-	2,210	-	-	1,250
<b>Total Roads &amp; Sidewalks</b>	<b>5,005</b>	<b>1,444</b>	<b>-</b>	<b>101</b>	<b>2,210</b>	<b>-</b>	<b>-</b>	<b>1,250</b>
<b>Solid Waste Management</b>								
80036571 Transfer Station and Cell Access Improvements	200	124	76	-	-	-	-	-
80067670 Weigh Out Station at SWF	300	300	-	-	-	-	-	-
80116570 Monitoring Well Installation	200	200	-	-	-	-	-	-
82056570 Centralized Composting Program	150	150	-	-	-	-	-	-
<b>Total Solid Waste Management</b>	<b>850</b>	<b>774</b>	<b>76</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Community Energy Plan (CEP) Initiatives</b>								
70047670 CEP Energy Efficiency Fund	400	400	-	-	-	-	-	-
<b>Total Community Energy Plan (CEP) Initiatives</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water &amp; Sewer</b>								
96156570 Water & Sewer Infrastructure Replacement	5,435	-	5,435	-	-	-	-	-
97016570 Submarine Pipeline Inspection	80	80	-	-	-	-	-	-
WS0001 Federally Funded Capital Projects	8,176	212	-	6,132	-	-	1,832	-
<b>Total Water &amp; Sewer</b>	<b>13,691</b>	<b>292</b>	<b>5,435</b>	<b>6,132</b>	<b>-</b>	<b>-</b>	<b>1,832</b>	<b>-</b>
<b>Total Capital Projects</b>	<b>21,073</b>	<b>2,910</b>	<b>5,511</b>	<b>6,233</b>	<b>2,210</b>	<b>1,127</b>	<b>1,832</b>	<b>1,250</b>

# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Fleet Management  
**Project** 71507801 Annual Fleet Replacement Program

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>				
1153-15 MED Explorer	64,374			64,374
1155-05 one ton pick up	64,747			64,747
1156-05 1/2 Ton pick up	35,287			35,287
1158-05 Medium Duty	91,568			91,568
1165-06 3/4 ton pick up	64,747			64,747
2034-11 Grader	320,811			320,811
2126-04 Vac Truck	431,989			431,989
T020-01 Trailer	3,440			3,440
T018-98 Tilt Trailer	6,167			6,167
T031-04 Medium Trailer + Pump	43,400			43,400
Others		1,226,667	1,326,156	2,552,823
<i>Total Expenditures</i>	<b>1,126,530</b>	<b>1,226,667</b>	<b>1,326,156</b>	<b>3,679,353</b>
<b>Funding</b>				
Reserves	1,126,530	1,226,667	1,326,156	3,679,353
<i>Total Funding</i>	<b>1,126,530</b>	<b>1,226,667</b>	<b>1,326,156</b>	<b>3,679,353</b>

## Description

### Purpose

To continue replacing fleet units according to the City's Fleet Management Practices.

### Background

The mobile equipment fleet has a replacement value of \$16.2 million and must be maintained to meet the service levels expected by residents. The City has a fleet of 148 heavy-duty and mobile equipment that support Fire and Ambulance, Road Maintenance, Water and Sewer Maintenance, Solid Waste, Parks, Arenas and Administrative functions, as well as 26 stationary engines for emergency power generation and fire pumping capacity.

Fleet management practices allow the City to properly budget and plan the replacement of all fleet vehicles on a regular basis. These policies and practices help to mitigate risk and repair costs associated with aged vehicles. As vehicles and equipment get older, the operation and maintenance costs of those vehicles increase, with limited resources available for maintenance and repairs. These vehicles should be replaced on a scheduled basis to reduce 'down time' due to repairs or failures, which could negatively impact the delivery of City services such as snow removal or water/sewer repairs.



### Summary of Units:

#### Small Equipment - 30 units

Small equipment includes the miscellaneous equipment required by City departments to do their work. Included are: riding mowers, snowmobiles

(Municipal Enforcement Division), All-Terrain Vehicles (firefighters), light trailers (Community Services and Public Works), line-painters, crack sealing equipment, trailer mounted water pumps, and ground thawing equipment. Equipment in this group has a varied life expectancy and replacement cost.

#### Light-Duty Trucks - 41 units

According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after seven years and replaced after ten years. We currently have 41 pickup trucks and vans in the fleet. The ages vary from one year to more than ten years.

#### Medium-Duty Trucks - 8 units

According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after six years and replaced after ten years. The City currently has eight medium-duty trucks in the fleet.

#### Heavy Trucks - 15 units

The 15 heavy-duty trucks and trailers include: trailers, tandem tractors, and dump trucks. The heavy trucks are to be replaced every twelve years. Trucks are used for City projects and snow removal in the winter. The cost of operating these vehicles rather than hiring contractors is approximately half. Each truck is operated for approximately 1,000 hours/year, saving the City \$45,000/year for each truck it operates rather than contracting out. Trailers are reviewed when aged out. If practical, the trailer is refurbished and returned to service. The dump trailer (due to more use and normal wear and tear) is replaced when aged out.

#### Heavy Equipment - 10 units

The heavy equipment is to be replaced every 12 years, except specialty equipment, which is explained under that heading. Each piece of heavy equipment is operated for approximately 1,000 hours/year, saving the City \$45,000/year for each piece of heavy equipment it operates. As heavy equipment gets older, increased maintenance and repairs are required, such as replacing motors and transmissions at a cost of \$30,000 and \$20,000 respectively. Breakdowns inevitably occur when equipment is needed, resulting in a cost to the City to engage contractors.

#### Mobile Tractors - 9 units

This includes Zambonis, skid steers, compactors, and forklifts. The anticipated life span of these units is ten years.

#### Municipal Enforcement Vehicles - 4 units

These are to be replaced every four years or 100,000 km. Due to high usage, Municipal Enforcement vehicles require a high amount of maintenance (nearly five times that of similar vehicles in the fleet). For this reason, it is important to maintain the replacement of these vehicles. One Municipal Enforcement vehicle must be replaced yearly to maintain the City standards and in order to reduce O&M costs and labor requirements.

## CAPITAL FUND - 2018 Capital Projects

### Emergency Vehicles – 10 units

This includes fire trucks, ambulances and water trucks. Due to increased demand, the replacement life cycle standard has been re-evaluated by Public Works and the Fire Department. The standard for replacement was reduced from 30 years to 20 years for most firefighting equipment. Ambulances are now replaced on a 12-year cycle due to the high amount of use and reliability issues with ambulances as they get older. We have three ambulances and one is replaced every four years. The newest is placed on “first out the door” service and the oldest is surplus.

### Seasonal Vehicles -- 18 Units

Once a vehicle is removed from its primary use, such as a light duty pick-up truck, it is placed into a lower priority use, such as vehicle used for summer student work activities. If the repair costs of a summer vehicle exceed an estimated cost of \$500, the vehicle may be removed from service at the discretion of the Director of Public Works & Engineering.

### Stationary Engines – 26 Units

Our fleet mechanics also maintain and service 26 stationary engines. These include standby generators for City water and sewer supply and City facilities (City Hall, Fire and Ambulance Division, Multiplex/Fieldhouse). The stationary engines provide standby electricity for water and sewer services in times of power outage or natural disaster. The estimated value of the stationary engines is approximately \$4.8 million. Many of the existing engines are older: five are over 30 years old, 12 are over 20 years old, 14 are over 10 years old, and only seven are under 10 years old. Parts are often unavailable for engines over 20 years old. Although these engines get little use, even small breakdowns may lead to lengthy repairs.

The Mobile Equipment Reserve Fund (MERF) is not used to replace stationary engines even though the Fleet resources are used to maintain them. It is recommended to departmental managers that the older stationary engines be replaced. Fleet-wide, it is recommended that one engine a year be replaced until all stationary engines are less than 20 years old.

### Specialty Equipment – 9 Units

These pieces of equipment fall into their own category due to their level of importance to City operations. They are graders, street sweepers and vactor trucks. These are replaced more frequently because vital City operations would suffer due to prolonged breakdowns or repairs, which would have a direct impact on residents, vehicular traffic, emergency vehicle routes and the City's transit system.

### Operational Impact

The total O/M costs of the units to be replaced are shown in the attached table. (Gallery 1)



Gallery

Gallery 1

<b>2018 Fleet Replacement Schedule</b>									
Unit #:	Description:	Year:	Class:	Replace Year:	Estimated Budget:	O&M To Date:	Hours	Kilometres	End Use:
1153-15	MED Explorer	2015	7	2018	64,374.00	20,454.00	5,978	93,463	Repurposed to Planning & Development
1155-05	one ton pick up	2005	3	2015	64,747.00	9,635.00	6,059	81,083	Deferred from 2015 budget.
1156-05	half ton pick up	2005	2	2015	35,287.00	5,018.63	8,540	52,124	Deferred from 2015 budget.
1158-05	Medium duty	2005	12 (3)	2015	91,568.00	6,476.39	1,971	18,432	Special case due to type of engine.
1165-06	¾ ton pick up	2006	2	2016	64,747.00	12,542.33	7,081	29,798	Deferred from 2016 budget.
2034-11	Grader	2011	11	2017	320,811.00	24,720.89	4,450	N/A	Trade-in.
2126-04	Vac truck	2004	11	2017	431,989.00	125,043.43	8,187	82,566	Disposal, major failures.
T020-01	Trailer	2001	1	2017	3,440.00	1,859.97	N/A	N/A	From 2017 Fleet Report & Replacement List
T018-98	Tilt Trailer	1998	1	2017	6,167.00	935.17	N/A	N/A	From 2017 Fleet Report & Replacement List
T031-04	Medium trailer + pump	2004	1	2017	43,400.00	1,209.96	N/A	N/A	From 2017 Fleet Report & Replacement List
					<b>1,126,530.00</b>	<b>207,895.77</b>			

**City of Yellowknife Fleet Replacement Cycle Guidelines Summary:**

Class	Description:	Examples:	Life Cycle:
1	Small Equipment	Riding mower, ground thaw, line painter, snowmobiles, ATVs, etc.	Different replacement cycles dependant on use.
2	Light Duty	Cars, vans, half ton trucks, 3/4 ton trucks.	Review after 7 years, replace after 10 yrs. then repurposed for seasonal use.
3	Medium Duty	One ton to 5 ton trucks, includes Zambonis.	Review after 6 years or 100,000 kms, replace after 10 years.
4	Heavy Duty	Trucks/ Trailers used for sanding, snow removal, waste removal, etc.	Review after 6 years or 6000 hrs, replace after 12 years.
5	Heavy Equipment	Loaders, dozers, excavators, backhoes, plows, etc.	Review after 8 years or 10,000 hrs, replace after 12 years.
6	Mobile Tractors	Heavy rollers, sander bodies, steamers, etc.	Review after 8 years or 10,000 hrs, replace after 10 years.
7	Municipal Enforcement	Cars, trucks, SUV ("sport utility vehicles").	Replace after 4 years or 100,000 kms.
8	Emergency Equipment	Fire trucks, tankers, aerial ladder, ambulance, etc.	Replaced based on industry standards and NFPA requirements.
9	Seasonal Vehicles	Any vehicle replaced but still serviceable, summer trucks, etc.	Not replaced, removed disposed of if repair costs exceed \$500.
10	Stationary Engines	Used to pump water, sewage, produce emergency power.	Review after 15 years, replacement after 20 years.
11	Critical Equipment	Graders, street sweepers, vector trucks, etc.	Graders replaced every 6 years with expected trade-in of \$150K. Vector trucks reviewed after 6 years, replaced after 12 years. Street sweepers reviewed after 6 years, replaced after 12 years.
12	Thawing Equipment	5 Ton trucks equipped with boiler/steamer, ground thaw equip.	Cab & chassis reviewed after 15 yrs. replaced after 20 yrs. (boilers and steamers replaced under O&M budget)

Note: Vehicles that are repurposed for seasonal use will remain with the fleet for approximately 20 years (total use).

# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Roads & Sidewalks  
**Project** 73006575 Intersections Widening & New Traffic Light Installation

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>500,000</b>			<b>500,000</b>
<b>Funding</b>				
Formula Funding	399,000			399,000
Other Grants	101,000			101,000
<i>Total Funding</i>	<b>500,000</b>			<b>500,000</b>

## Description

### Purpose

To complete road and intersection improvements at the 44 Street - Franklin Avenue intersection, including the installation of a signalized intersection to better accommodate the flow of traffic in the area.

### Background

Traffic at the intersection of 44 Street and Franklin Avenue (Gallery 1) has increased over the last few years due to increased development in the Area.

In 2011 and 2015, traffic studies were conducted for the intersection as a result of the Twin Pine Hill proposed development. The results of this study indicated that while the intersection of 44 Street and Franklin Avenue did not meet the Transportation Association of Canada (TAC) requirements for a signalized intersection, it should be monitored due to the increase in side street traffic entering the intersection from 44 Street.

This intersection forms part of Yellowknife Transit's Routes A, B and C. During peak periods, Route A, which is the only route that turns left from 44 Street onto Franklin Avenue, can experience up to a 5 minute delay due to traffic volumes on Franklin Avenue.

In addition to increases in vehicular traffic at this intersection, there has been an increase in pedestrian traffic due to the new development. The current signalized crosswalk at 44 Street and Franklin Avenue was installed using the best equipment available for the site conditions. However it is difficult to see due to the volume of street signs and overhead power lines in the area.



Installation of traffic lights at the intersection will include:

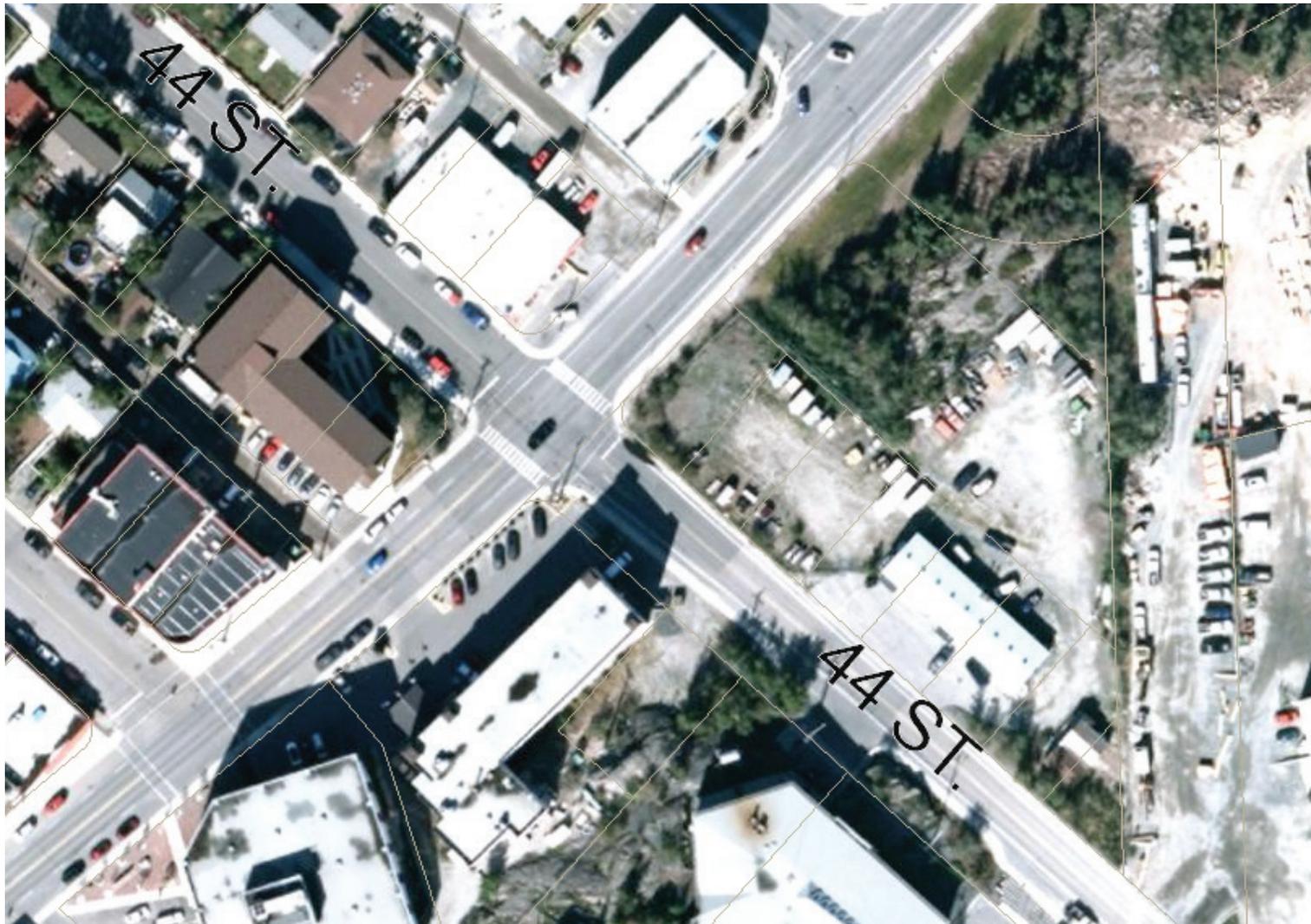
- Moving of power lines at the intersection from overhead to underground
- Improvements to the intersection approach from 44 Street by St. Patrick High School
- Installation of traffic lights with communication and video detection equipment

### **Operational Impact**

The project will increase the number of traffic controlled intersections to 20, which is approximately a 6% increase in the operational budget for traffic light maintenance as well as traffic light power costs.

Gallery

Gallery 2; Aerial photo of the 44 Street/Franklin Avenue Intersection. The New Twin Pine Hill development is to the right



## CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Roads & Sidewalks  
**Project** 73076571 McMeekan Causeway Stabilization

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	450,000			450,000
<b>Funding</b>				
Formula Funding	450,000			450,000
<i>Total Funding</i>	<b>450,000</b>			<b>450,000</b>

### Description

#### Purpose

To stabilize the abutments of the McMeekan Causeway that connects Old Town to Latham Island.

#### Background

Upon inspection in 2010, it was observed that the abutments that support McMeekan Causeway have started to deteriorate (Gallery 1 & 2). Stabilization methods must be employed to ensure that these abutments remain stable and in good condition.

Investing capital repairs at the onset of a problem will prevent a much more costly and disruptive solution in the future. In 2011, an investigation of the extent of the deterioration was performed and a design for stabilization of the abutments completed. Construction of the designed solution was planned for 2012. However, due to the water level of the lake, construction could not proceed. Revisions were made to the design in 2013 to improve constructability which also increased the cost of the project. This project was deferred due to other projects receiving higher prioritization during annual budget deliberations.

Consultation was completed with appropriate regulatory authorities to take into account any potential environmental impacts that may occur as a result of the work. City staff will work closely with other levels of government to ensure the protection of the local natural environment.

A site visit was completed in July 2016 with a local resident who made suggestions of stabilization, as well as beautification of the area. Some of the areas have remained finished with gravel as shown in the Gallery 3 photo.

The recommended budget was based on previous estimates and is only for stabilization of the bridge structure. Any additional landscaping or beautification would require an increase in budget.

#### Operational Impact

There are no increased operational impacts of completing this project and it will ensure a stable and maintained bridge structure.

Gallery

*Gallery 1; Showing erosion control methods failing, causing abutment destabilization*



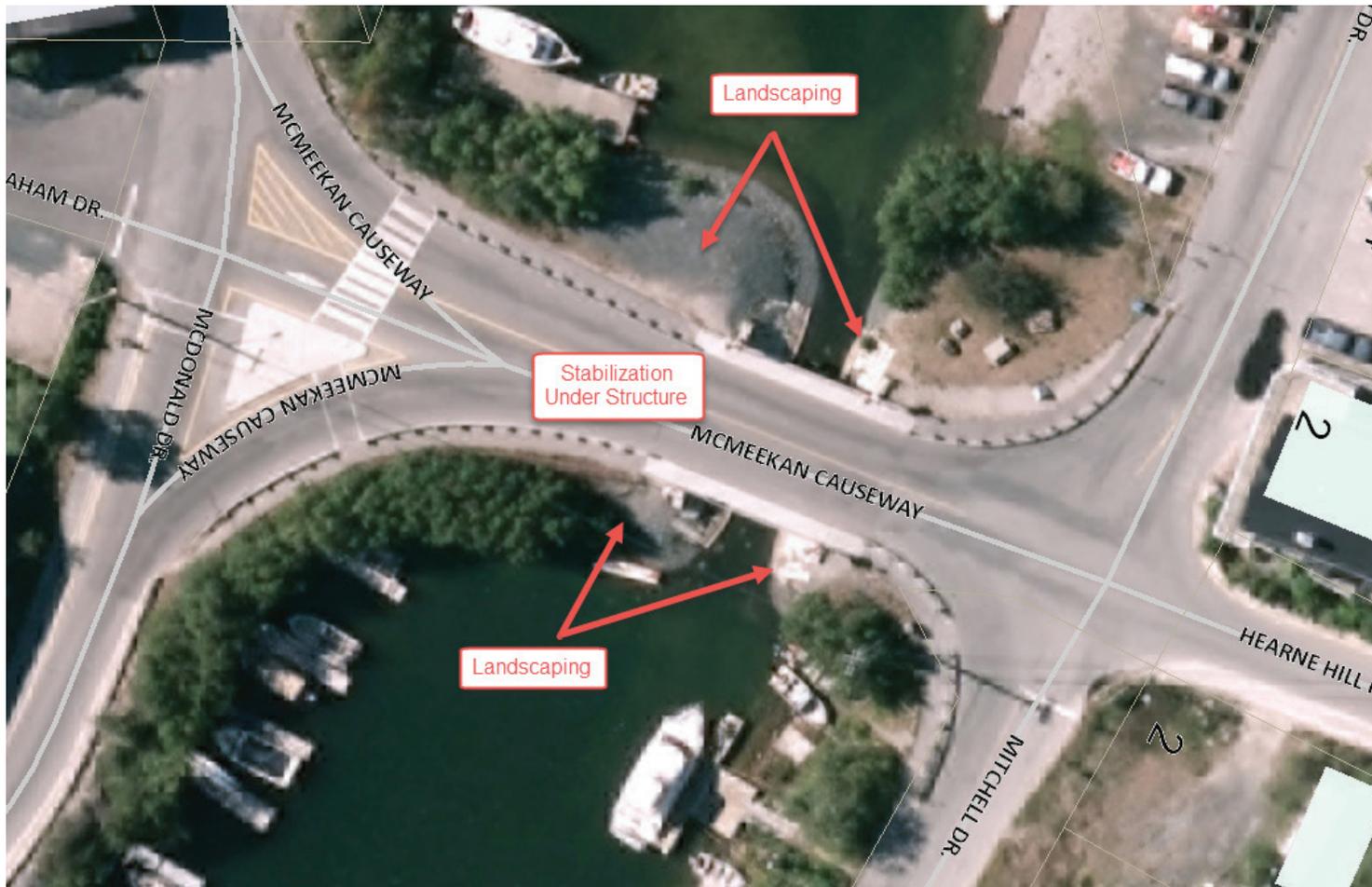
Gallery

*Gallery 2; Showing erosion control methods failling, causing abutment destabilization*



## Gallery

Gallery 3; Aerial photo of the McMeekan Causeway and areas of note



# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Roads & Sidewalks  
**Project** 73807611 Traffic Lights Video Detection Equipment

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	80,000	80,000	150,000	310,000
<b>Funding</b>				
Formula Funding	80,000	80,000	150,000	310,000
<i>Total Funding</i>	<b>80,000</b>	<b>80,000</b>	<b>150,000</b>	<b>310,000</b>

## Description

### Purpose

To improve vehicle detection at traffic light intersections from failed in-ground wire loops to video detection equipment.

### Background

There are 19 intersections which rely on vehicle detection equipment for proper functioning of the traffic lights. Video detection equipment (Gallery 1) is the new standard in detection and data collection and is easy to install and program. This equipment has a proven field detection accuracy of 98% according to the manufacturer’s specifications; this also includes motorcycles and bicycles. The cameras can also capture traffic data, such as traffic counts of cars, trucks and pedestrians, as well as vehicle speeds. However, vehicle speed data can only be used for design methods and not as a method of speed enforcement.

Most intersections would require four cameras, one for each direction of traffic. Intersections along Franklin Avenue use vehicle detection for cross streets only, which would require the installation of only two cameras per intersection. Additional cameras could be installed along Franklin Avenue for data collection.

An investment of \$80,000 in 2018 and 2019 and \$150,000 in 2020 would allow cameras to be installed at most of the intersections.

See Gallery 2 for anticipated remaining investments, not in any order of priority.

### Operational Impact

The video detection will collect data such as traffic counts, which would otherwise require a person counting vehicles, which is used for timing and coordination patterns.

Gallery

*Gallery 1; Example of a video detection camera*



Gallery

Gallery 2

1. 48 Street	20,000	2. 49 Street	20,000
3. 50 Street	20,000	4. 51 Street	20,000
5. 52 Street	20,000	6. 53 Street	20,000
7. 54 Street	20,000	8. 57 Street	20,000
9. Gitzel Street	20,000	10. Franklin/Old Airport Road	50,000
11. Woolgar Avenue	40,000	12. Range Lake Rd	50,000
13. Byrne Road	40,000		
<b>TOTAL</b>			<b>440,000</b>

# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Roads & Sidewalks  
**Project** 75206570 Drainage Improvements

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>
<b>Funding</b>				
Formula Funding	50,000	50,000	50,000	150,000
<b>Total Funding</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>

## Description

### Purpose

To complete various improvements to drainage areas and storm water infrastructure in multiple areas of the City.

### Background

Water from the spring freshet can cause serious problems, including erosion of roads and flooding of properties. A washed-out road creates a hazard to residents since there is no safe way to get off a property. As well, service and emergency vehicles cannot access a property while flooding is occurring.

The proposed project could consist of ditch restoration or installation. It could include underground storm sewer repairs, replacements or installations ranging from manholes, catch basins or outfalls to receiving water bodies. Since the capital budget for such activities is used on a priority basis, it could be consumed by one large project or several smaller ones.

### 2018 Work:

- Walking path between Mandeville Drive and England Crescent.
- Greenspace between Rivett and Stevens.
- Improvements behind 29 Melville Drive.
- Kam Lake Road ditching. (i.e. Ron's Auto)



### Past highlights:

- Low area affecting remaining unsold lot in Grace Lake.
- Culvert on Curry Drive that was causing flooding of private property.
- Large section of Franklin Avenue near Bretzlaf Drive.
- Ditching and culvert work near Fibreglass North in Kam Lake.
- Ponding and severe road deformation in Forrest Park.

### Operational Impact

There are minimal operational impacts as this work is completed by City staff. Most of this capital budget expenditure is for the purchasing of materials for the improvements, or hiring contractors where required.

# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Roads & Sidewalks  
**Project** 76156570 Annual Paving Program

	Budget			
	2018	2019	2020	Total
<b>Expenditures</b>				
Northland -Phase 1	650,000			650,000
Hall Crescent -Phase 2	850,000			850,000
Grace Lake North	850,000			850,000
Franklin Avenue	1,175,000			1,175,000
Engle - Phase 1	400,000			400,000
Otto Drive		700,000		700,000
School Draw Avenue		800,000		800,000
Hall Crescent -Phase 3		800,000		800,000
Cemetery Road		350,000		350,000
Northlands -Phase 2		650,000		650,000
45 Street (49 Ave to Franklin)			700,000	700,000
47 Street (49 Ave to 51 Ave)			1,281,000	1,281,000
Hwy 4 -Sidewalk (Conditional)			650,000	650,000
Franklin/Old Airport Road Overlays			869,000	869,000
<i>Total Expenditures</i>	<b>3,925,000</b>	<b>3,300,000</b>	<b>3,500,000</b>	<b>10,725,000</b>
<b>Funding</b>				
Formula Funding	465,000	990,000	1,290,000	2,745,000
Gas Tax Rebate		100,000		100,000
Community Public Infrastructure Funding	2,210,000	2,210,000	2,210,000	6,630,000
Land Fund	1,250,000			1,250,000
<i>Total Funding</i>	<b>3,925,000</b>	<b>3,300,000</b>	<b>3,500,000</b>	<b>10,725,000</b>

## Description

**Purpose**  
 To repair or replace asphalt, concrete and other appurtenances on city streets as required, including storm water infrastructure (Gallery 1 & 2). This project also installs concrete, asphalt and landscaping (if specified) on newly developed streets in the city.



### Background

The typical design life of pavement is generally between 20 and 25 years, but will vary significantly due to various factors such as traffic volumes, vehicle types, geotechnical conditions, construction practices, and adequate maintenance. The design life of 20 to 25 years applies to most city streets, except for the Kam Lake Industrial Subdivision (Gallery 3), where the roads were historically paved with no base reconstruction. This construction practice has changed and all roads in Yellowknife now receive the same base preparation prior to paving.

The construction of new roads generally coincides with the development of new subdivisions. The replacement of roads generally follows the replacement of water and sewer infrastructure. Otherwise, paving is scheduled for reconstruction when a road is in poor condition and may be a danger to the public or when maintenance and repairs are no longer cost-effective. The paving of roads may be done in the same year as water and sewer infrastructure replacement or may be delayed a year or two to allow for settlement, depending on the ground conditions.

As streets are reconstructed, the City works with Northland Utilities Limited to ensure that street lighting levels are evaluated and increased to comply with national standards. Additional underground ductwork is being coordinated in this work with Northland Utilities Ltd., NorthwesTel Inc. and NorthwesTel Cable Inc. to answer present and future needs.

As new areas of Yellowknife are developed and constructed, the road asphalt and concrete infrastructure must also be installed. There will be three new areas of the City that require new road construction (Gallery 4), they are:

- Northlands Area, which includes Stinson Rd, Fairchild Dr, Bellanca Ave, Norseman Dr, Catalina Dr, and Anson Dr, scheduled to be done in 2018.
- Hall Crescent, which will be done in four paving phases with the first 3 phases done in 2017, 2018 and 2019, and includes Gibbon Dr.
- Grace Lake North scheduled to be done in 2018.
- Engle Business District, which includes Eagle Dr, Osprey Rd and Falcon Rd, scheduled to be done in 2018.

### Operational Impact

Aging infrastructure has an operational cost somewhere between 2-4% of replacement costs. By replacing this infrastructure, it allows the department to focus operational and maintenance activities on other roads, sidewalks and storm water appurtenances in the City.

However, there will be increased operational costs due to the City taking over the section of Highway #4 from the GNWT. These costs are estimated to be approximately \$55,000 annually for various maintenance activities as well as \$60,000 in added equipment (i.e. plow wing for grader) necessary for snow removal.

This project will also have an impact on other City departments as there are landscaping requirements for the Franklin Avenue upgrades for both the medians on the roadway and the area by the Fire Hall.

Gallery

*Gallery 1; Example of failing concrete and storm infrastructure*



Gallery

*Gallery 2; Example of failling concrete and storm infrastructure*



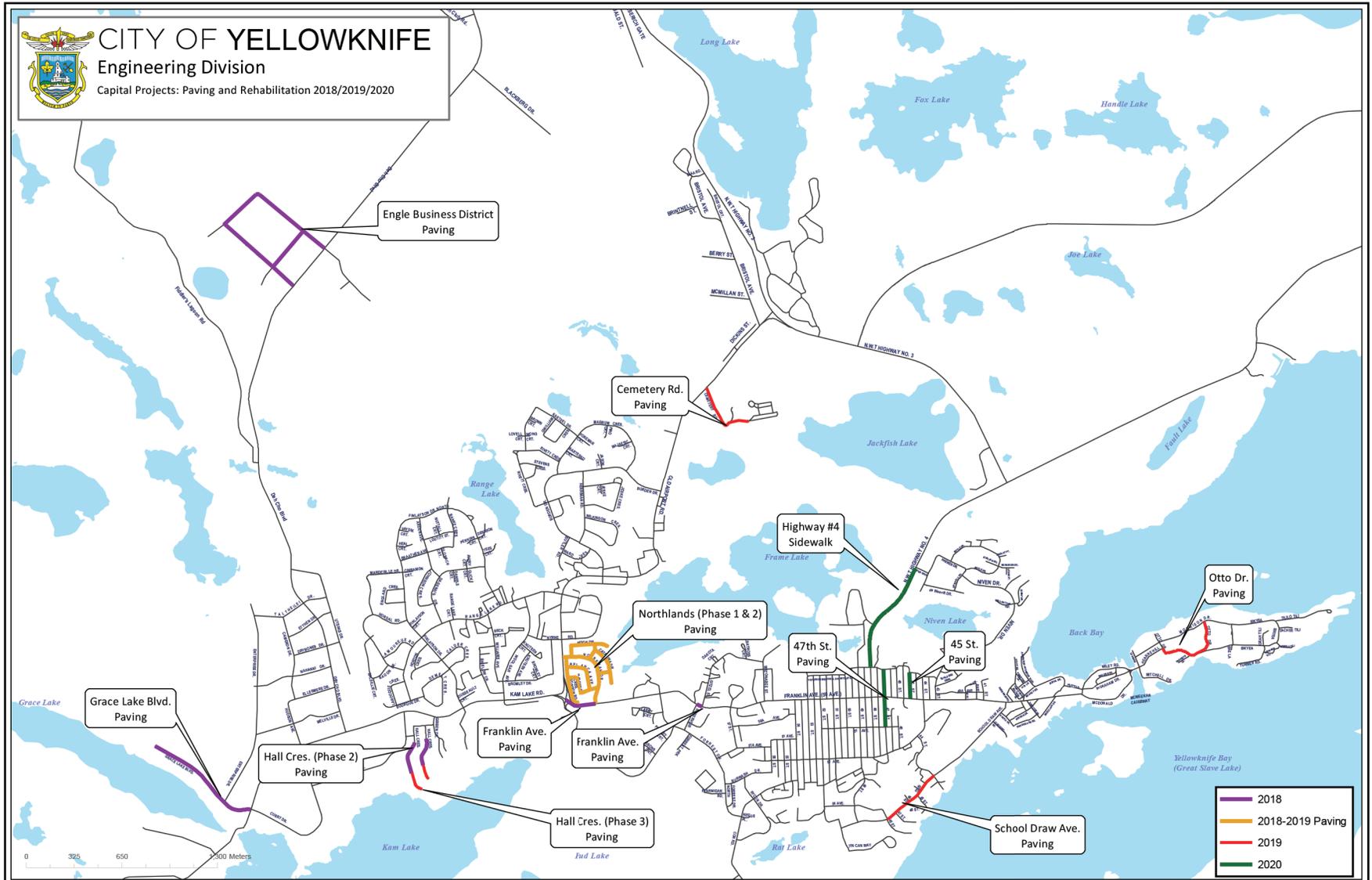
Gallery

*Gallery 3; Paving contractor on Utsingi Drive in Kam Lake*



Gallery

Gallery 4



# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Solid Waste  
**Project** 80036571 Transfer Station and Cell Access Improvements

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	200,000			200,000
<b>Funding</b>				
Formula Funding	124,000			124,000
Gas Tax Rebate	76,000			76,000
<i>Total Funding</i>	200,000			200,000

## Description

### Purpose

To increase the number of transfer station bins that are available for the public to dump waste into and improve the access to the Cell A & B area of the Solid Waste Facility (SWF), including the installation of an automatic gate. These improvements will make the SWF safer for the public, our employees, and the neighbouring quarry operations.

### Background

In recent years, construction and demolition (C & D) waste that has been brought to the SWF has been deposited in the old SWF landfill cell whereas baled Municipal Solid Waste (MSW) has been sent to landfill Cell A. Currently, MSW that is brought in by private citizens or companies can be deposited in transfer bins and that waste is then baled and brought to Cell A by City staff. People with C & D waste however, are directed to drop their waste off directly in the designated area of the old landfill cell. As the old SWF landfill cell is reaching its final grade, both the MSW and the C & D waste will now need to be deposited in Cells A & B. This presents a couple of concerns for the SWF.

The first and foremost concern is safety. Cells A & B are located in the adjacent quarry which still has quarry operations ongoing. Sending private vehicles over to the Cells through an operating quarry is a safety issue for everyone involved. In order to reduce the safety concern and ensure that only authorized personnel are traveling through the quarry, more transfer bin stations will be installed adjacent to the current stations. These new stations will allow all manner of waste to be dumped in designated bins which can then be delivered to the new cells by City staff.



The second concern is that the current access road to Cells A & B does not flow through the SWF. The intent, when Cell B was designed, was that a new access road would also be built that would force traffic to flow through the SWF (over the weight scale) in order to access the cells, instead of being able to bypass the facility. Work on this access can be completed by City staff however, additional items such as fencing alongside the road and an automated gate to control access to the landfill cells are required for the safety of everyone involved. The new access road will eliminate the possibility of vehicles driving directly to Cells A & B without checking in at the SWF gatehouse. Together, these two projects will allow a smooth transition to full use of the newest landfill cells while significantly reducing the safety hazards that are involved.

### **Operational Impact**

There will be no operation expenses incurred as a result of this project other than project management of the installation.

# CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Solid Waste  
**Project** 80067670 Weigh Out Station at SWF

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>300,000</b>			<b>300,000</b>
<b>Funding</b>				
Formula Funding	300,000			300,000
<b>Total Funding</b>	<b>300,000</b>			<b>300,000</b>

## Description

### Purpose

To install a weigh out scale at the Solid Waste Facility (SWF) in order to improve the operations and safety at the facility, ensure that the fees are charged in a fair manner and accurately reflect the waste being dropped off, and improve our record keeping.

### Background

At the Solid Waste Facility, incoming traffic crosses a single scale at the gatehouse, where payment activities are processed. This creates several issues for both residential and commercial users.

Residents are charged a flat fee of \$10.00 per load of residential waste, regardless of the volume of their waste. This fee structure results in residential users maximizing the size of their loads to get the best deal, resulting in the facility not charging residential customers equitably, and full tipping fees not being collected. Furthermore, the scale does not record the weight of incoming residential waste, resulting in inaccurate record keeping for total landfill volumes. Finally, any salvaged items that leave the site are not recorded as being diverted from the landfill. This is a very significant measurement that is being missed.

Commercial users are required to have an account with the tare weight of their vehicles stored in our gatehouse software. The tare weight is dependent on a number of factors including fuel level, number of passengers and miscellaneous items onboard. Once the commercial users are in our system, they are charged by their gross vehicle weight, compared to their stored tare weight, as per the material being brought in. This causes inaccuracies with fees as it is very easy for customers to make their stored tare weight on the heavy side, which reduces the reading for the actual weight of materials being brought in. In the event that a tare weight is not stored or needs to be updated in our system, we require that the customer weigh in, dump their waste and then weigh out. This causes heavy traffic congestion due to the single direction scale since vehicles must either drive in a loop around the scale or enter the scale in the wrong direction.



The installation of a second scale will address these challenges and correct our payment structure to reflect the intent of the City's user pay system. With a second scale, the facility would be able to charge residents for actual waste volumes, thus creating equity among customers.

### **Operational Impact**

The weigh out scale will have little impact on operations. There will be a slight increase in vehicles lined up during busy times as vehicles will need to weigh in and out of the facility, however, the process should be slightly quicker for weighing the vehicles, which should help offset this.

## CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Solid Waste  
**Project** 80116570 Monitoring Well Installation

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>	<b>200,000</b>			<b>200,000</b>
<b>Funding</b>				
Formula Funding	200,000			200,000
<i>Total Funding</i>	<b>200,000</b>			<b>200,000</b>

### Description

#### Purpose

To install monitoring wells around the Solid Waste Facility in order to provide adequate monitoring of the site, as required by the Mackenzie Valley Land and Water Board (MVLWB) as part of the City of Yellowknife's Water Licence.

#### Background

As part of the City of Yellowknife's Water Licence from the MVLWB, the City is required to maintain a monitoring program around the Solid Waste Facility to ensure that no contaminants are leaching off-site. The MVLWB requires that the City install additional monitoring wells in order to sufficiently monitor the groundwater around the SWF site.

#### Operational Impact

The additional monitoring wells will have a small impact on operations. The wells will need to be sampled twice a year as part of the Landfill Groundwater Monitoring Program required under the City's Water Licence. This requires additional staff time to perform the sampling and laboratory costs for the analyses.





## CAPITAL FUND - 2018 Capital Projects

### Operational Impact

Changing the composting operation to a permanent program will increase the overall O&M for the Solid Waste Facility. Time will be required to maintain the compost piles, which includes turning the piles, mixing feedstocks upon arrival at the facility and adding moisture to composting material. There will also be maintenance associated with the fencing, pond liner system and compost pad.

However, diverting waste from the main waste stream will reduce the amount of waste being baled and added to the landfill site, which will in turn reduce the amount of staff time needed for baling activities. The overall impact on operations should be minimal as work required for composting will balance with less time required for baling waste.

### Gallery

*Gallery 1; Overall anticipated costs and phases*

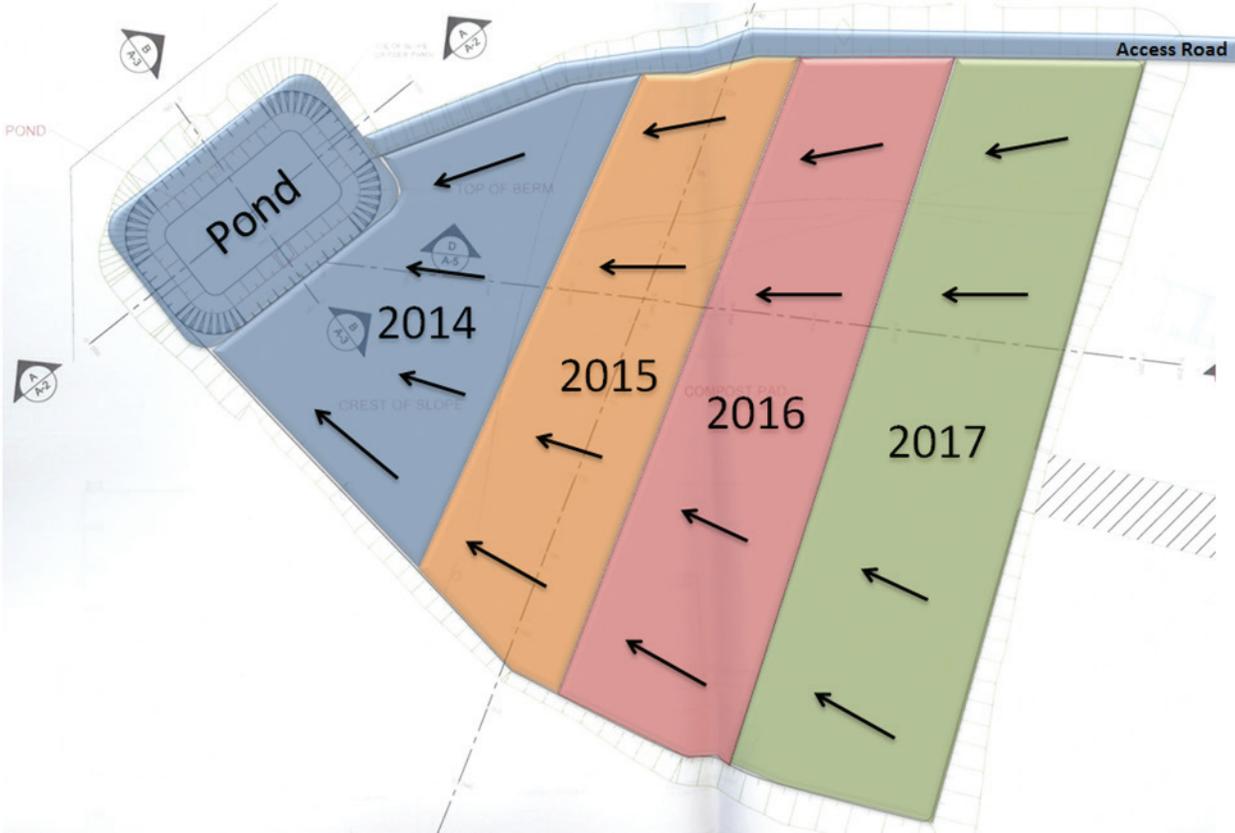
2014 Expenditures	\$1,521,000	Retention pond and pad construction, city wide black bins, and Range Lake green bins.
2015 Expenditures	\$482,989.78	Pad extension and Niven/Old Town green bins.
2016 Budget	\$750,000	Pad extension and Frame Lake green bins.
2017 Budget	\$700,000	Pad extension and Downtown green bins.
2018 Budget	\$150,000	Multi-family residential and ICI sector collection.
<b>Total Project Costs</b>	<b>\$3,603,989.78</b>	



Gallery

Gallery 2; Planned phasing of the project

# The Compost Site



## CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Community Energy Plan  
**Project** 70047670 CEP Energy Efficiency Fund

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>				
Interior LED Lighting	100,000			100,000
Sustainability Coordinator	100,000	100,000	100,000	300,000
Waste Strategic Plan	50,000			50,000
Community Outreach	20,000	20,000	20,000	60,000
City Hall Boiler Design	130,000			130,000
TBD			400,000	400,000
<i>Total Expenditures</i>	<b>400,000</b>	<b>120,000</b>	<b>520,000</b>	<b>1,040,000</b>
<b>Funding</b>				
Formula Funding	400,000	120,000	120,000	640,000
Gas Tax Rebate			400,000	400,000
<i>Total Funding</i>	<b>400,000</b>	<b>120,000</b>	<b>520,000</b>	<b>1,040,000</b>

### Description

#### Purpose

The multiple projects of the Community Energy Plan (CEP) will reduce the cost of the core services offered by the City; they will reduce greenhouse gas (GHG) emissions and diversify our energy supply. The CEP makes our community more sustainable and resilient.

#### Background

The CEP is a plan adopted under the guidance of the Federation of Canadian Municipalities' Partners for Climate Protection Program. It was first drafted in 2006 with the objective of reducing the City's greenhouse gas emissions. The City completed the five milestones of the original Plan and in 2017 updated the Plan for an additional 10 year period. The new plan sets out ambitious targets on both the Corporate and Community side for GHG emission reductions and increased renewable energy use. The CEP projects will help the City reach these targets and contribute to a more sustainable city while also reducing energy costs.

The 2016 Interior LED lighting project was not completed due to staff turnover and other workload priorities. This project is being evaluated and the remaining LED lighting that has yet to be replaced will be done in 2018.

The City is currently in discussions with the owners of the DND and RCMP buildings about a potential district heating biomass boiler for City Hall and those two buildings. The design of this project is to take place in 2018 with installation scheduled for 2019.



### Operational Impact

The specific projects detailed will have positive operational impacts in regards to fuel and power cost savings. There will be no operation expenses incurred as a result of these projects other than project management of the installations.

## CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Water & Sewer  
**Project** 96156570 Water & Sewer Infrastructure Replacement

	<b>Budget</b>			
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>Expenditures</b>				
Williams Avenue (Paving)	1,175,000			1,175,000
Dagenais Drive	4,260,000			4,260,000
Dagenais Drive (Paving)		2,257,000		2,257,000
54 Avenue (52 St to 49 St)		1,180,000		1,180,000
54 Avenue(Paving)			705,000	705,000
54 Avenue (49 St to School Draw Ave)			1,629,000	1,629,000
Range Lake Court			653,000	653,000
Finlayson (Mandeville to Arden)			2,769,000	2,769,000
<i>Total Expenditures</i>	<b>5,435,000</b>	<b>3,437,000</b>	<b>5,756,000</b>	<b>14,628,000</b>
<b>Funding</b>				
Gas Tax Grant	5,435,000	3,437,000	5,111,000	13,983,000
User Fees			645,000	645,000
<i>Total Funding</i>	<b>5,435,000</b>	<b>3,437,000</b>	<b>5,756,000</b>	<b>14,628,000</b>

### Description

#### Purpose

To replace failing underground water and/or sewer infrastructure (Gallery 1) on a planned and prioritized basis to reduce reactive maintenance costs.

#### Background

In the late 1940s, the City began providing piped water and sewer services in the present downtown area. Pump House #1 was constructed during this time to draw water from Great Slave Lake and distribute it to the downtown residents of Yellowknife. By 1977, the sewer mains had degraded to the point of entire sections of the city's piped system failing. The water and sewer mains were comprised of cast iron and corrugated metal pipe (CMP) respectively, and were predominantly uninsulated. The pipe material, combined with no insulation in the freeze/thaw layer, resulted in high maintenance and repair costs that the City continues to deal with today.

The City has since changed pipe material standards to insulated, ductile iron pipe. With these changes to City standards, the life expectancy of water and sewer mains can be as much as 50 years. However, prevailing ground conditions and permafrost presence can impact the life span of any pipe installation.



Currently included in annual Water & Sewer Infrastructure Replacement (Gallery 2 & 3) is the following:

1. Replacement of existing corrugated metal pipe sewer mains with ductile iron pipe;
2. Replacement of concrete sewer manholes;
3. Replacement of existing cast iron water mains with appropriately sized insulated ductile iron pipe;
4. Replacement of in-line hydrants, valves with hydrants and valves located in insulated concrete vaults with manhole access;
5. Replacement of individual lot water and sewer services where deemed necessary;
6. Road stabilization and reconstruction with crushed rock backfill;
7. Completion of the project with concrete sidewalks and a paved roadway.

### **Operational Impact**

Aging infrastructure has an operational cost somewhere between 2-4% of replacement costs. By replacing this infrastructure, it allows the department to focus operational and maintenance activities in other areas of the water and sewer systems.

This project will have minimal impact on other City departments.

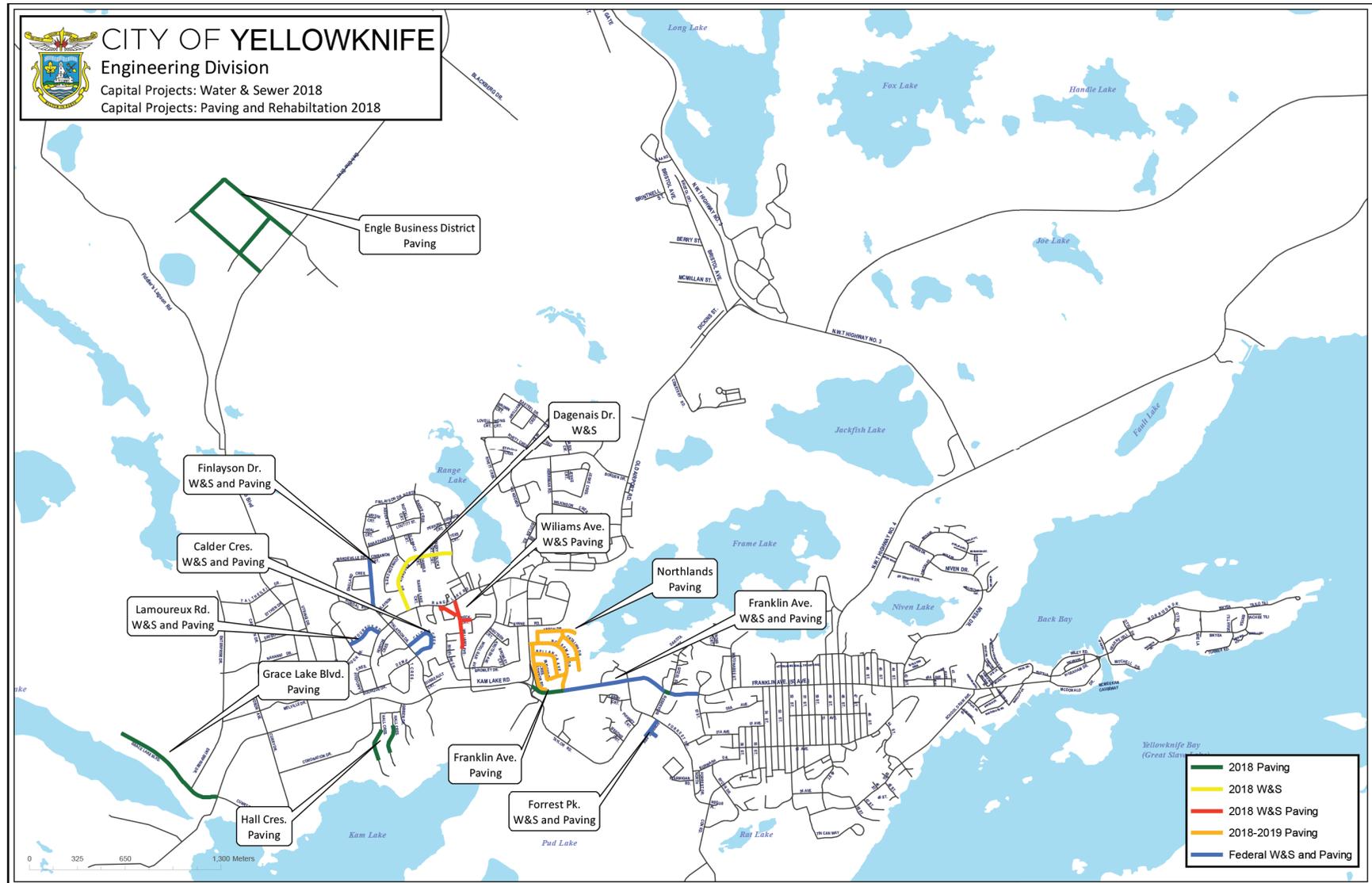
Gallery

*Gallery 1; Failed CMP sewer main showing no bottom left in the pipe*



## Gallery

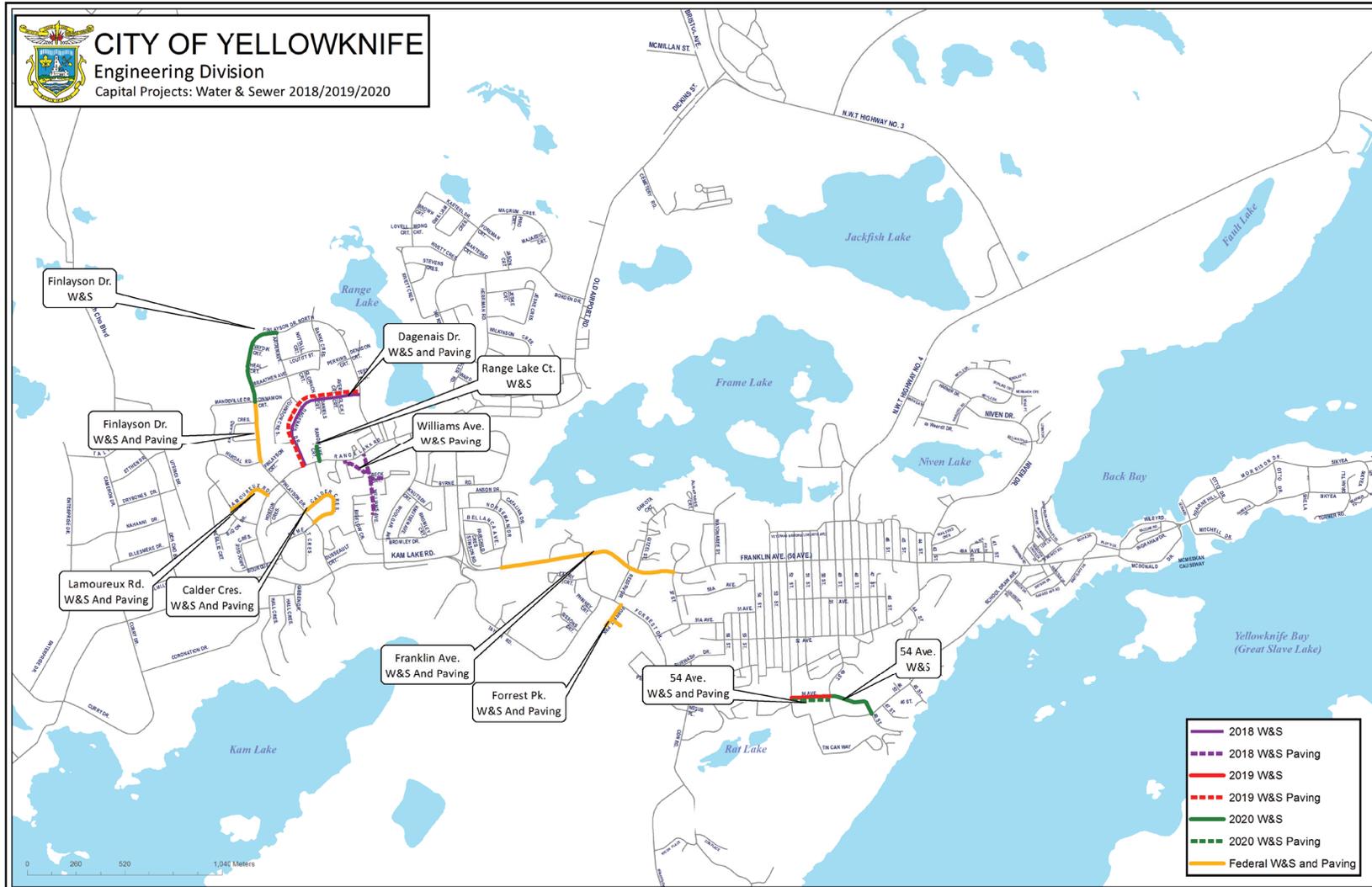
Gallery 2



# CAPITAL FUND - 2018 Capital Projects

## Gallery

Gallery 3





## CAPITAL FUND - 2018 Capital Projects

**Department** PW Public Works & Engineering **Division** Water & Sewer  
**Project** WS0001 Federally Funded Capital Projects

Budget				
	2018	2019	2020	Total
<b>Expenditures</b>				
Transit Upgrades	213,333			213,333
CMP/W&S	6,000,000	200,000		6,200,000
LS#5 Piping	1,312,500	175,000		1,487,500
SCADA Upgrades	650,000	50,000		700,000
<i>Total Expenditures</i>	<b>8,175,833</b>	<b>425,000</b>		<b>8,600,833</b>
<b>Funding</b>				
Formula Funding	211,958			211,958
Gas Tax Rebate		11,000		11,000
Other Grants	6,131,875	318,750		6,450,625
User Fees	1,832,000	95,250		1,927,250
<i>Total Funding</i>	<b>8,175,833</b>	<b>425,000</b>		<b>8,600,833</b>

### Description

#### Purpose

To complete approved projects under the Clean Water and Wastewater Fund (CWWF) and Public Transportation Infrastructure Fund (PTIF) announced by the Government of Canada.

#### Background

The Federal Government Budget 2016 announced new infrastructure funding that will be announced in two (2) phases. The first phase has been announced with the Northwest Territories receiving \$51.7 Million in funding for the communities of the Territory.

The federal objective of the funding is to, “accelerate short term municipal investments, while supporting either new or rehabilitation of water, wastewater and storm water infrastructure, and the planning and design of future facilities or upgrades to existing systems. The goal is to accelerate projects that would not occur in the next three years if this funding was not available.”

The Federal Government has listed several criteria that have to be met in order to qualify for CWWF and PTIF funding;

1. Schedule: Due to auditing requirements of projects and CWWF program reporting requirements, NWT communities should plan to have their approved projects substantially completed and “operational” before March 31, 2019.



## CAPITAL FUND - 2018 Capital Projects

2. Incrementality: A project that would not otherwise have been undertaken in 2016/17, 2017/18 or 2018/19 and/or a project that would not have been undertaken without federal funding.
3. Funding: Municipality must contribute 25% matching funding and have the capacity (cash flow) to outlay cash payments which are then reimbursed quarterly with progress reports to MACA.
4. City Council Endorsement: Projects applications must have an attached resolution of Council support for the project and the commitment to the 25% matching funding criteria over the next 2.5 years.

The City of Yellowknife submitted applications for a total funding amount of \$17,382,500, unanimously supported by Council Motion #0211-16. The final approved amount was \$16,257,500.

As shown in Gallery 1, this will require the City to commit an additional \$5,419,166.67 to the annual capital budget over the next two fiscal years (2017-18 and 2018-19). This is the required 25% funding to match the federal contribution.

### Project descriptions:

- A. Transit Upgrades: The City's transit service is contracted to a third party; therefore the capital upgrades are limited. We have proposed: Replacement of bus shelters (approx. \$50,000), creating accessible bus stops with proper sidewalk, wheel chair ramps and curb drops (approx. \$150,000), create bus pull out areas to create a safe pull over area for buses removed from lanes of travel (approx.\$200,000). This project will include the addition of a 2m asphalt sidewalk to Borden Drive between Jason Ct and Old Airport Road.
- B. CMP/W&S Replacement: We have proposed five (5) additional areas that are in need of immediate repair. They are Franklin Avenue (Gitzel to Norseman), Finlayson Drive (south), Lamoureux Road, Calder Crescent, and Forrest Park. These five (5) areas are in addition to Williams Avenue and Dagenais Drive that are already in the capital plan.
- C. Pipe Replacement at Lift Station 5: The pipe at Lift Station #5 has deteriorated over time to the point that it is now 40% of its original thickness. Average thickness at elbow bends is 50% of original thickness and most straight-run pipes are 60% to 65% of original thickness (A.D. Williams Engineering, November 2004). Leaks require repair approximately every two months. Should pipe replacement not be completed, it is inevitable that a main pipe break will occur resulting in the City being unable to remove sewage. Lift Station #5 is the main lift station for the city. All but one of the other lift stations in the city pump sewage to this facility and from there it is pumped to Fiddler's Lake Lagoon. This project was once part of the capital plan but had to be removed because of higher priority projects. This is a great opportunity to complete the project.

## CAPITAL FUND - 2018 Capital Projects

D. SCADA System Upgrades: This project would help to modernize our SCADA (Supervisory Control and Data Acquisition) system, which monitors and controls the City's pump houses and lift stations. Many parts are now obsolete, and with the advancement of computer technology, some replacement parts are no longer available and upgrades are required. This project was once part of the capital plan but had to be removed because of higher priority projects. This is a great opportunity to complete the project.

### Operational Impact

Aging infrastructure has an operational cost somewhere between 2-4% of replacement costs. By replacing this infrastructure, it allows the department to focus operational and maintenance activities on other areas of the water and sewer systems.

This project will have minimal impact on other City departments.



Gallery

Gallery 1, Approved projects

	<u>Total</u>	<u>Federal (75%)</u>	<u>City (25%)</u>
Transit Upgrades	426,666.67	320,000.00	106,666.67
CMP/W&S	18,300,000.00	13,725,000.00	4,575,000.00
LS#5 Pipe Replacement	1,750,000.00	1,312,500.00	437,500.00
SCADA Upgrades	1,200,000.00	900,000.00	300,000.00
	<u>21,676,666.67</u>	<u>16,257,500.00</u>	<u>5,419,166.67</u>

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**CAPITAL FUND - 2019 Capital Projects**

<b>General Government Capital Projects</b>	<b>2019</b>	
	<b>Budget</b>	<b>Reserves</b>
	<b>(\$000's)</b>	<b>(\$000's)</b>
<b>General Government</b>		
<b>Corporate Services</b>		
44027600 Network Renewal & Expansion	63	63
44037670 Server & Storage Renewal & Expansion	59	59
44077670 Printers & Multifunction Devices	56	56
44107611 GIS Enhancements	35	35
44107670 Data Collection and Verification	19	19
44217670 Phone System	40	40
44367611 Emergency Operations Centre Equipment	11	11
44367615 Stanton Equipment Relocation	100	100
44367670 Communication Infrastructure Renewal	25	25
44387670 Server Room Upgrade	100	100
44397670 Public Safety In-Car Cameras	56	56
44407611 Website / Online Services Renewal	20	20
44477670 Security Cameras	22	22
44497670 Secondary Site & Data Replication	53	53
44517611 Wireless Controllers	61	61
44527600 Webcasting Equipment	75	75
CO0004 Website Refresh	50	50
<b>Total Corporate Services</b>	<b>845</b>	<b>845</b>
<b>Total Capital Projects</b>	<b>845</b>	<b>845</b>

## CAPITAL FUND - 2019 Capital Projects

Community Services Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)	Debt Financing (\$000's)
<b>Community Services</b>				
<b>Parks</b>				
53026570 Surfacing Niven Lake Trail	230	230	-	-
53026571 Bike Park	45	20	25	-
53046570 Ball Diamonds Upgrade	45	45	-	-
53046571 Tommy Forrest Ball Park Upgrades	200	60	140	-
53096570 Moyle Park Multi-Use Sport Surface	30	30	-	-
53106570 Skate Board Park Relocation	255	255	-	-
53236571 Trail Enhancement and Connectivity	300	300	-	-
<b>Total Parks</b>	<b>1,105</b>	<b>940</b>	<b>165</b>	<b>-</b>
<b>Fieldhouse</b>				
58006570 Fieldhouse Floor Cover	170	90	80	-
<b>Total Fieldhouse</b>	<b>170</b>	<b>90</b>	<b>80</b>	<b>-</b>
<b>Pool</b>				
55006570 New Aquatic Centre	6,750	-	1,012	5,738
55056570 Pool Upgrades	20	20	-	-
<b>Total Pool</b>	<b>6,770</b>	<b>20</b>	<b>1,012</b>	<b>5,738</b>
<b>Total Capital Projects</b>	<b>8,045</b>	<b>1,050</b>	<b>1,257</b>	<b>5,738</b>



CAPITAL FUND - 2019 Capital Projects

Public Safety Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)
<b>Public Safety</b>		
<b>Directorate</b>		
65007611 Wildland Fire Mitigation Emergency Measures	150	150
<b>Total Directorate</b>	150	150
<b>Fire &amp; Ambulance</b>		
63007611 Fire Safety Helmets	9	9
63046571 Fire Hall Improvement	26	26
63107670 Station Wear / Bunker Gear	10	10
63137670 Self-Contained Breathing Apparatus	225	225
FD0001 Fire Extinguisher Trainer	28	28
<b>Total Fire &amp; Ambulance</b>	298	298
<b>Total Capital Projects</b>	448	448

## CAPITAL FUND - 2019 Capital Projects

Planning & Development Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)	Reserves (\$000's)
<b>Planning &amp; Development</b>			
<b>Directorate</b>			
60006575 50th Street. Revitalization & Business Incubation	2,500	1,000	1,500
<b>Total Directorate</b>	2,500	1,000	1,500
<b>Total Capital Projects</b>	2,500	1,000	1,500



## CAPITAL FUND - 2019 Capital Projects

Public Works & Engineering Capital Projects	2019	Formula	Gas Tax	Other	Community Public		User	Debt
	Budget	Funding	Rebate	Grants	Infrastructure	Reserves	Fees	Financing
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Public Works</b>								
<b>Fleet Management</b>								
71507801 Annual Fleet Replacement Program	1,227	-	-	-	-	1,227	-	-
<b>Total Fleet Management</b>	<b>1,227</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,227</b>	<b>-</b>	<b>-</b>
<b>Roads &amp; Sidewalks</b>								
73807611 Traffic Lights Video Detection Equipment	80	80	-	-	-	-	-	-
75206570 Drainage Improvements	50	50	-	-	-	-	-	-
76156570 Annual Paving Program	3,300	990	100	-	2,210	-	-	-
PW0002 Others	1,275	1,275	-	-	-	-	-	-
<b>Total Roads &amp; Sidewalks</b>	<b>4,705</b>	<b>2,395</b>	<b>100</b>	<b>-</b>	<b>2,210</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Solid Waste Management</b>								
SW0001 Others	400	400	-	-	-	-	-	-
<b>Total Solid Waste Management</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Community Energy Plan (CEP) Initiatives</b>								
70047670 CEP Energy Efficiency Fund	120	120	-	-	-	-	-	-
CP0001 Biomass Boiler	900	-	900	-	-	-	-	-
<b>Total Community Energy Plan (CEP) Initiatives</b>	<b>1,020</b>	<b>120</b>	<b>900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water &amp; Sewer</b>								
90217670 Pumphouse #2 Capital Upgrades	1,063	-	1,063	-	-	-	-	-
96156570 Water & Sewer Infrastructure Replacement	3,437	-	3,437	-	-	-	-	-
WS0001 Federally Funded Capital Projects	425	-	11	319	-	-	95	-
WS0002 Submarine Intake Line Replacement	1,000	-	-	-	-	-	-	1,000
<b>Total Water &amp; Sewer</b>	<b>5,925</b>	<b>-</b>	<b>4,511</b>	<b>319</b>	<b>-</b>	<b>-</b>	<b>95</b>	<b>1,000</b>
<b>Total Capital Projects</b>	<b>13,277</b>	<b>2,915</b>	<b>5,511</b>	<b>319</b>	<b>2,210</b>	<b>1,227</b>	<b>95</b>	<b>1,000</b>

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## CAPITAL FUND - 2020 Capital Projects

General Government Capital Projects	2020 Budget (\$000's)	Reserves (\$000's)
<b>General Government</b>		
<b>Corporate Services</b>		
44017600 Disk Expansion	100	100
44027600 Network Renewal & Expansion	76	76
44037670 Server & Storage Renewal & Expansion	65	65
44077670 Printers & Multifunction Devices	56	56
44107611 GIS Enhancements	35	35
44107670 Data Collection and Verification	20	20
44297670 Library Public Access Computers	20	20
44357611 Door Access Control	20	20
44367670 Communication Infrastructure Renewal	25	25
44407611 Website / Online Services Renewal	25	25
44477670 Security Cameras	24	24
44497670 Secondary Site & Data Replication	60	60
CO0005 Unmanned Aerial Vehicle	25	25
CO0006 GIS Equipment	50	50
<b>Total Corporate Services</b>	601	601
<b>Total Capital Projects</b>	601	601

## CAPITAL FUND - 2020 Capital Projects

Community Services Capital Projects	2020 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)	Debt Financing (\$000's)
<b>Community Services</b>				
<b>Parks</b>				
53026571 Bike Park	20	10	10	-
53046571 Tommy Forrest Ball Park Upgrades	200	60	140	-
53536570 Columbarium Park	100	100	-	-
<b>Total Parks</b>	320	170	150	-
<b>Pool</b>				
55006570 New Aquatic Centre	22,905	-	7,126	15,779
55056570 Pool Upgrades	20	-	20	-
55057670 Heat Exchanger	50	-	50	-
<b>Total Pool</b>	22,975	-	7,196	15,779
<b>Total Capital Projects</b>	23,295	170	7,346	15,779



## CAPITAL FUND - 2020 Capital Projects

Public Safety Capital Projects	2020 Budget (\$000's)	Formula Funding (\$000's)
<b>Public Safety</b>		
<b>Directorate</b>		
65007611 Wildland Fire Mitigation Emergency Measures	150	150
<b>Total Directorate</b>	150	150
<b>Fire &amp; Ambulance</b>		
63107670 Station Wear / Bunker Gear	30	30
63137670 Self-Contained Breathing Apparatus	225	225
<b>Total Fire &amp; Ambulance</b>	255	255
<b>Total Capital Projects</b>	405	405

Planning & Development Capital Projects	2020 Budget (\$000's)	Formula Funding (\$000's)	Reserves (\$000's)
<b>Planning &amp; Development</b>			
<b>Directorate</b>			
60006575 50th Street. Revitalization & Business Incubation	2,500	1,000	1,500
<b>Total Directorate</b>	2,500	1,000	1,500
<b>Total Capital Projects</b>	2,500	1,000	1,500

# CAPITAL FUND - 2020 Capital Projects

Public Works & Engineering Capital Projects		2020 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Community Public Infrastructure (\$000's)	Reserves (\$000's)	User Fees (\$000's)	Debt Financing (\$000's)
<b>Public Works</b>								
<b>Fleet Management</b>								
71507801	Annual Fleet Replacement Program	1,326	-	-	-	1,326	-	-
<b>Total Fleet Management</b>		1,326	-	-	-	1,326	-	-
<b>Public Transit</b>								
PT0001	Transit Stop Upgrades	91	91	-	-	-	-	-
<b>Total Public Transit</b>		91	91	-	-	-	-	-
<b>Roads &amp; Sidewalks</b>								
73807611	Traffic Lights Video Detection Equipment	150	150	-	-	-	-	-
75206570	Drainage Improvements	50	50	-	-	-	-	-
76156570	Annual Paving Program	3,500	1,290	-	2,210	-	-	-
<b>Total Roads &amp; Sidewalks</b>		3,700	1,490	-	2,210	-	-	-
<b>Solid Waste Management</b>								
SW0001	Others	440	440	-	-	-	-	-
<b>Total Solid Waste Management</b>		440	440	-	-	-	-	-
<b>Community Energy Plan (CEP) Initiatives</b>								
70047670	CEP Energy Efficiency Fund	520	120	400	-	-	-	-
<b>Total Community Energy Plan (CEP) Initiatives</b>		520	120	400	-	-	-	-
<b>Water &amp; Sewer</b>								
96156570	Water & Sewer Infrastructure Replacement	5,756	-	5,111	-	-	645	-
97016570	Submarine Pipeline Inspection	30	-	-	-	-	30	-
WS0002	Submarine Intake Line Replacement	19,000	-	-	-	-	-	19,000
WS0003	Pumphouse Upgrades	136	-	-	-	-	136	-
WS0004	Liftstation Upgrades	300	-	-	-	-	300	-
<b>Total Water &amp; Sewer</b>		25,222	-	5,111	-	-	1,111	19,000
<b>Total Capital Projects</b>		31,299	2,141	5,511	2,210	1,326	1,111	19,000



Reserves are unfunded, which means that a separate bank account is not kept for each individual reserve. The reserves are funded through all of the City's financial assets, namely cash on hand, accounts receivable and land held for resale. The amount earned or paid out in overdraft interest varies on an annual basis, depending on expenditures. For instance, the construction of the twin pad arena impacts the General Fund's interest revenue. The impact on the Reserve Fund is the decreased balance in the reserve, offset by a decrease in financial assets. How transfers of revenue are recorded in each reserve, and the purpose of each reserve follows:

Community Grant Reserve: Any annual unused grant funding will be transferred to this reserve for future use.

Information Technology Reserve: Amounts approved by Council for future information technology are transferred to the Information Technology Reserve.

Major Community Facility Reserve (M.C.F.R.): Amounts approved by Council for future community facilities are transferred to the Major Community Facility Reserve.

Mobile Equipment Replacement Reserve (M.E.R.R.): Amounts budgeted for future mobile equipment replacement are transferred to the Mobile Equipment Replacement Reserve.

Waterfront Development Reserve: Amounts approved by Council for future waterfront development are transferred to the Waterfront Development Reserve.

Downtown Development Reserve: Since 2002, 25% of parking meter revenue was transferred to the Downtown Development Reserve annually to fund future projects that impact the downtown area. In 2013 and 2014, the transfer was capped at \$78,000. In 2015 and 2016, the transfer was further increased by any increase in parking

meter revenues from the new downtown parking meters. Starting from 2017 onwards, 25% of parking meter revenue is/will be transferred to this reserve.

Heritage Reserve: To develop and maintain heritage sites.

Samuel Colley Donation Reserve: To provide for the Yellowknife Public Library.

Twin Pine Hill Trail Reserve: In 2005 and 2006, \$250,000 in total was transferred to this reserve for the development of the Twin Pine Hill Trail. The fund is now transferred to lawyer to be held in-trust.

Revitalization Initiative Reserve: On May 24, 2016 Council approved transferring 30% of all future Land Development Fund sales toward this reserve for purposes of targeting land assembly which supports revitalization initiatives within targeted area (Downtown, Old Town, Old Airport Road and Kam Lake).

## RESERVE FUND

Reserves	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Downtown Development Reserve</b>							
Opening Balance	572	587	592	671	666	836	
(To) Capital Fund	(38)	(75)	(75)	(75)	-	-	
(To) General Fund	(40)	-	-	(100)	-	-	
From General Fund	98	144	144	150	150	150	
From Land Fund	-	-	10	20	20	20	
<b>Closing Balance</b>	<b>592</b>	<b>656</b>	<b>671</b>	<b>666</b>	<b>836</b>	<b>1,006</b>	
<b>Information Technology Reserve</b>							
Opening Balance	891	750	855	884	1,012	867	
(To) Capital Fund	(536)	(598)	(671)	(572)	(845)	(601)	
From Capital Fund	500	700	700	700	700	700	
<b>Closing Balance</b>	<b>855</b>	<b>852</b>	<b>884</b>	<b>1,012</b>	<b>867</b>	<b>966</b>	
<b>Mobile Equipment Reserve</b>							
Opening Balance	2,858	1,534	3,020	438	651	764	
(To) Capital Fund	(1,556)	(1,090)	(2,582)	(1,127)	(1,227)	(1,326)	
From Capital Fund	1,306	-	-	1,340	1,340	1,430	
From Solid Waste Fund	278	-	-	-	-	-	
From Water Sewer Fund	134	-	-	-	-	-	
<b>Closing Balance</b>	<b>3,020</b>	<b>444</b>	<b>438</b>	<b>651</b>	<b>764</b>	<b>868</b>	
<b>Major Community Facility Reserve</b>							
Opening Balance	2,803	2,862	2,891	2,961	3,041	3,121	
From General Fund	88	70	70	80	80	80	
(To) Capital Fund	-	-	-	-	-	(3,120)	
<b>Closing Balance</b>	<b>2,891</b>	<b>2,932</b>	<b>2,961</b>	<b>3,041</b>	<b>3,121</b>	<b>81</b>	



## RESERVE FUND

Reserves	2016 Actuals (\$000's)	2017 Budget (\$000's)	2017 Forecast (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	Note
<b>Heritage Committee Reserve</b>							
Opening Balance	163	144	139	139	84	84	
(To) General Fund	(5)	-	-	-	-	-	
From General Fund	(19)	-	-	-	-	-	
(To) Capital Fund	-	-	-	(55)	-	-	
<b>Closing Balance</b>	<b>139</b>	<b>144</b>	<b>139</b>	<b>84</b>	<b>84</b>	<b>84</b>	
<b>Samuel Colley Library Donation</b>							
Opening Balance	212	212	214	216	216	216	
From General Fund	2	-	2	-	-	-	
<b>Closing Balance</b>	<b>214</b>	<b>212</b>	<b>216</b>	<b>216</b>	<b>216</b>	<b>216</b>	
<b>Twin Pine Hill Trail Reserve</b>							
Opening Balance	9	260	266	6	6	6	
(To) Capital Fund	-	-	(260)	-	-	-	
(To) General Fund	239	-	-	-	-	-	
From General Fund	18	-	-	-	-	-	
<b>Closing Balance</b>	<b>266</b>	<b>260</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	
<b>Revitalization Initiative Reserve</b>							
Opening Balance	-	2,113	1,952	2,634	3,492	3,092	
(To) Capital Fund	(8)	-	-	-	(1,500)	(1,500)	
From Land Fund	1,960	1,545	682	858	1,100	1,198	
<b>Closing Balance</b>	<b>1,952</b>	<b>3,658</b>	<b>2,634</b>	<b>3,492</b>	<b>3,092</b>	<b>2,790</b>	
<b>Community Grant Reserve</b>							
Opening Balance	-	-	-	2	2	2	
From General Fund	-	-	2	-	-	-	
<b>Closing Balance</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	
<b>Total Reserves</b>	<b>9,929</b>	<b>9,158</b>	<b>7,951</b>	<b>9,170</b>	<b>8,988</b>	<b>6,019</b>	
<b>Reserve Opening Balance</b>	<b>7,508</b>	<b>8,462</b>	<b>9,929</b>	<b>7,951</b>	<b>9,170</b>	<b>8,988</b>	
<b>Total Transfers</b>	<b>2,421</b>	<b>696</b>	<b>(1,978)</b>	<b>1,219</b>	<b>(182)</b>	<b>(2,969)</b>	
<b>Reserve Closing Balance</b>	<b>9,929</b>	<b>9,158</b>	<b>7,951</b>	<b>9,170</b>	<b>8,988</b>	<b>6,019</b>	

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## LONG-TERM DEBT

	2016 Actual (\$000)	2017 Budget (\$000)	2017 Forecast (\$000)	2018 Budget (\$000)	2019 Budget (\$000)	2020 Budget (\$000)
<b>Outstanding Long-term Debt</b>						
Opening Balance	21,450	19,990	19,990	<b>18,483</b>	16,927	27,027
Capital Fund Debt Issued	-	-	-	-	12,000	42,000
Capital Fund Debt Repaid	(1,460)	(1,507)	(1,507)	<b>(1,556)</b>	(1,900)	(3,594)
Closing Balance	19,990	18,483	18,483	<b>16,927</b>	27,027	65,433
<b>Comprised of</b>						
General Capital	19,990	18,483	18,483	<b>16,927</b>	27,027	65,433
	19,990	18,483	18,483	<b>16,927</b>	27,027	65,433

## LONG-TERM DEBT

	2016 Actual (\$000)	2017 Budget (\$000)	2017 Forecast (\$000)	2018 Budget (\$000)	2019 Budget (\$000)	2020 Budget (\$000)
<b><u>General Capital</u></b>						
Water Treatment Plant \$20M authorized by By-law 4713 to finance the Water Treatment Plant, with monthly payment of \$139,060.93, including principal and interest at 3.098%	16,127	14,940	14,940	<b>13,717</b>	12,455	11,154
Water Treatment Plant \$3M authorized by By-law 4713 to finance the Water Treatment Plant, with monthly payment of \$21,754.22, including principal and interest at 3.708%	2,469	2,298	2,298	<b>2,119</b>	1,933	1,740
Water Treatment Plant \$839,000 authorized by By-law 4713 to finance the Water Treatment Plant, with monthly payment of \$6,198.00, including principal and interest at 3.981%	693	645	645	<b>595</b>	543	489
TD Debenture authorized by By-law 4729 to re-finance completion of phase one of the Multiplex, with monthly payment of \$9,944.17 including principal and interest at 2.775%, expiring May 2023.	701	600	600	<b>496</b>	389	279
Submarine Intake Line \$1M for 15 years	-	-	-	-	951	896
Submarine Intake Line \$19M for 15 years	-	-	-	-	-	18,068
Aquatic Centre \$11M for 15 years	-	-	-	-	10,756	10,159
Aquatic Centre \$23M for 20 years	-	-	-	-	-	22,648
	<b>19,990</b>	<b>18,483</b>	<b>18,483</b>	<b>16,927</b>	<b>27,027</b>	<b>65,433</b>



## LONG-TERM DEBT

Principal Payments and Interest Expenditures		2016	2017	2017	2018	2019	2020	2021	2022	2023 &	Total
		Actual	Budget	Forecast	Budget	Budget	Estimated	Estimated	Estimated	Thereafter	From 2018
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	Projected	Onwards
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Debenture#239 Refinancing	Principal	98	101	101	104	107	110	113	116	49	599
	Interest	21	18	18	15	12	9	6	3	1	46
		119	119	119	119	119	119	119	119	50	645
Water Treatment Plant \$20M	Principal	1,150	1,186	1,186	1,223	1,262	1,301	1,342	1,384	8,429	14,941
	Interest	516	481	481	443	405	365	324	282	733	2,552
		1,666	1,667	1,667	1,666	1,667	1,666	1,666	1,666	9,162	17,493
Water Treatment Plant \$3M	Principal	166	172	172	179	186	193	200	207	1,332	2,297
	Interest	95	88	88	82	75	68	61	53	146	485
		261	260	260	261	261	261	261	260	1,478	2,782
Water Treatment Plant \$0.839M	Principal	46	48	48	50	52	54	56	58	377	647
	Interest	29	27	27	25	23	21	18	16	44	147
		75	75	75	75	75	75	74	74	421	794
Submarine Intake Line \$1M	Principal	-	-	-	-	49	55	57	58	781	1,000
	Interest	-	-	-	-	27	28	26	24	138	243
		-	-	-	-	76	83	83	82	919	1,243
Submarine Intake Line \$19M	Principal	-	-	-	-	-	932	1,047	1,079	15,943	19,001
	Interest	-	-	-	-	-	511	528	496	3,083	4,618
		-	-	-	-	-	1,443	1,575	1,575	19,026	23,619
Aquatic Centre \$11M	Principal	-	-	-	-	244	597	615	634	8,910	11,000
	Interest	-	-	-	-	136	315	296	278	1,649	2,674
		-	-	-	-	380	912	911	912	10,559	13,674
Aquatic Centre \$23M	Principal	-	-	-	-	-	352	863	889	20,896	23,000
	Interest	-	-	-	-	-	286	668	641	6,019	7,614
		-	-	-	-	-	638	1,531	1,530	26,915	30,614
<b>Total</b>	Principal	1,460	1,507	1,507	1,556	1,900	3,594	4,293	4,425	56,716	72,485
	Interest	660	615	615	565	678	1,603	1,927	1,793	11,813	18,380
		2,120	2,122	2,122	2,121	2,578	5,197	6,220	6,218	68,529	90,865

**LONG-TERM DEBT**

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## 10-Year Capital Improvement Plan (2018 – 2027)

The 10-Year Capital Improvement Plan (“Plan”) reflects the capital expenditures that the City is forecasting for that period. The plan addresses what is believed necessary to maintain infrastructure, address environmental issues and deal with growth. It also documents the progress the City has made in attaining its financial goals, and provides a clear path to a financially sound future.

Crucial to the success of any forecasting exercise are the key assumptions used in preparing the Plan.

### KEY ASSUMPTIONS

To develop the Plan, information was compiled utilizing the following assumptions:

The 2018, 2019 and 2020 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document.

2021 – 2027 is based on the best estimates of required future “core” funding levels for capital projects. These estimates are based on the use of the City’s Asset Management Planning tool developed in 2011. The funding requirements include a 3% per year inflation factor. This tool has actually allowed the City to extend the planning horizon to 25 years.

Formula funding and infrastructure funding from the GNWT are expected to remain stable over the ten-year period. Inflationary increases are expected in the formula funding.

Gas Tax Funding received from Canada will continue as promised by the federal government and as outlined in the renewed Gas Tax Agreement.

Any additional infrastructure or stimulus grant funding from other orders of government will be used to supplement the annual core funding levels.

Development costs for residential and industrial subdivisions are not

included in this Plan, as it is assumed that all future development costs will be recovered from land sales.

City will follow the 10-Year Capital Investment Plan which concentrates on core infrastructure requirements. Each year a new 10th year will be added to the plan. Every three years, the plan will be reviewed in detail and every 5 years the 25 year projections will be expanded.

In 2013 City borrowed \$23.8 million to finance a new water treatment plant; this has freed up the Gas Tax for other capital projects. Debt servicing costs for this debt are included in the plan.

The current funding envelope is adequate to address the core infrastructure investment requirements to maintain and replace existing infrastructure and address Council direction on specific capital investment. Investment in new facilities will be the subject of further discussion regarding where funding would come from.

### INFRASTRUCTURE INVESTMENT

In order to address outstanding infrastructure issues, the City has completed a long-term asset management plan in 2011 and will be updating in 2018. It will guide the City’s investment in its existing infrastructure over the next 25-year period. The asset management plan includes provisions for borrowing where necessary, provisions for the establishment of viable reserve funds to address the need for new or replacement infrastructure and an investment plan for those reserves.

Currently, planned capital expenditures over the next 10 years are \$229.8 million. Over the next five years, the planned capital expenditures are about \$155.5 million and it is projected that the City will be caught up on major backlogs by 2018. A sustainable investment in infrastructure has been established and capital reserve of approximately \$0.6 million will be in place by 2027 for unexpected/unbudgeted emergencies such as major breakdown, early wear and tear and accidents.

# 10-YEAR FINANCIAL PLAN

## CITY OF YELLOWKNIFE 10-YEAR CAPITAL INVESTMENT PLAN

	2018 TO 2020 Budget				2018 to 2027							10 Year Total
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Planned Expenditures (\$000):</b>												
General Government	948	1,077	845	601	690	690	690	690	690	690	690	7,353
Others	350	505			90	90	90	90	90	90	90	1,135
IT Reserve	598	572	845	601	600	600	600	600	600	600	600	6,218
Public Safety	569	581	448	405	350	350	350	350	350	350	350	3,884
Safety/Safety Equipment	130	125	150	150								425
Firehall	439	456	298	255								1,009
Community Services	687	1,115	8,045	23,295	15,290	3,981	2,502	2,506	2,506	802	803	60,844
Arenas	160	160										160
RIMP		120	20	70								210
Aquatic Centre		75	6,750	22,905	15,270							45,000
Outdoor Recreation Facility						3,393	1,700	1,704	1,704			8,500
Parks/ Trails		420	1,105	320								1,845
Community Services Others	527	340	170		20	588	802	802	802	802	803	5,129
Public Works	22,831	21,073	13,277	31,299	10,740	14,740	11,240	11,240	11,240	11,240	11,240	147,329
Water & Sewer Capital Replaement	15,918	13,691	4,925	5,922	3,000	3,000	3,500	3,500	3,500	3,500	3,500	48,038
Other Water & Sewer Projects					700	700	700	700	700	700	700	4,900
Water Treatment Plant												0
Submarine Intake Line			1,000	19,000								20,000
Lifstation Upgrades				300	300	300	300	300	300	300	300	2,400
Bus Stops				91								91
Roads & Sidewalks	3,743	5,005	4,705	3,700	4,500	4,500	4,500	4,500	4,500	4,500	4,500	44,910
Solid Waste Management	775	850	400	440	440	440	440	440	440	440	440	4,770
Construction of New Cell						4,000						4,000
Community Energy Plan	1,305	400	1,020	520	500	500	500	500	500	500	500	5,440
Fleet Management	1,090	1,127	1,227	1,326	1,300	1,300	1,300	1,300	1,300	1,300	1,300	12,780
Planning and Development	325	100	2,500	2,500	750	750	750	750	750	750	750	10,350
<b>Total</b>	<b>25,360</b>	<b>23,946</b>	<b>25,115</b>	<b>58,100</b>	<b>27,820</b>	<b>20,511</b>	<b>15,532</b>	<b>15,536</b>	<b>15,536</b>	<b>13,832</b>	<b>13,833</b>	<b>229,760</b>
<b>Total Available</b>	<b>26,941</b>	<b>23,641</b>	<b>32,551</b>	<b>68,903</b>	<b>18,038</b>	<b>13,099</b>	<b>12,902</b>	<b>13,615</b>	<b>13,868</b>	<b>14,591</b>	<b>13,764</b>	<b>224,972</b>
Surplus(Deficit)	1,581	(305)	7,437	10,803	(9,782)	(7,412)	(2,630)	(1,921)	(1,668)	759	(69)	
<b>Closing balance</b>	<b>5,360</b>	<b>5,055</b>	<b>12,492</b>	<b>23,295</b>	<b>13,513</b>	<b>6,101</b>	<b>3,470</b>	<b>1,549</b>	<b>(118)</b>	<b>641</b>	<b>572</b>	

### Assumptions:

- (1) Based on \$0.5M transfer from General Fund in 2018 and \$1.7M from 2019 onwards
- (2) Based on 15- year loans at 3% (\$1M in 2019 and \$19M in 2020) for submarine intake line
- (3) Based on 15-year loan of \$11M in 2019 at 3% for Aquatic Centre (based on project cost \$30M)
- (4) Based on additional 20-year loan of \$23M in 2020 at 3% for Aquatic Centre (based on project cost \$45M, total loan \$34M is required)
- (5) 2019 and 2020 Budget for 50 Street Revitalization(Planning & Development) will subject to changes based on the Downtown Multi-purpose Building Study



## MAJOR CAPITAL PROJECTS

### General Government

Currently the planned expenditures for the Information Technology infrastructure is \$6.2 million for next ten years.

### Public Safety

In addition to regular safety equipment upgrades over the next 10 years, the City is also continuing its investment in modernizing the fire hall to meet growing needs. In 2015 a stand-alone dispatch centre at Fire Hall has been established. This provides a more stable platform from which to manage emergency situations and deal with incoming calls for service. Pending discussions with the Government of the Northwest Territories (GNWT) on the implementation of 911, the dispatch operations may require further funding from the GNWT to house the potential service.

The planned expenditures over the next ten years on safety equipments and Fire Hall are about \$3.8 million. As well, over the next 3 years the City is planning to spend \$425,000 to implement the wildland fire mitigation emergency measures.

### Community Services

Starting in 2022 through 2025 the City is also planning to build a multi-use outdoor recreation facility on reclaimed land from the Con Mine property. This would be developed in conjunction with a potential new subdivision off of Taylor Road. The estimated cost of the project is \$8.5 million over 4- year period but this will be partially offset by land sales in the new subdivision.

In total the planned expenditures for municipal facilities, including parks and trails is \$15.8 million for next ten years. This includes \$8.5 million for a new multi-use outdoor facility, and a new aquatic centre. Originally it was estimated that the Ruth Inch Memorial pool would

need to be replaced sometime before 2023. A new facility is required to meet the growing demand for aquatic leisure activity in the City. Estimates have not been finalized but based on the cost of recently completed new pool facilities in northern communities, and depending upon the scope of the project, costs could range from \$30 million - \$60 million. In 2018 a public consultation will be undertaken to gauge the needs of the community for the development of an aquatic centre. Once complete a more accurate budget estimate will be available based on construction options. Again, depending on the scope of the project, the estimate of costs would vary and the City will need to borrow to finance this project.

In 2018, Niven Ravine Lake multi-use trails will be developed collaboratively between Public Works, Planning & Development and Community Services.

As well a new library to address growing need for additional capacity is also projected but not yet funded. The projected cost for a new library is still being worked out. However, the cost to will be offset by between \$2 million and \$3 million from the sale of the existing library space.

### Public Works

The replacement of deteriorated corrugated metal sewer pipes (CMP) first began in 1984. Under the Asset Management Plan, this project will be completed by 2018. While this will specifically address the CMP the City is also planning the subsequent work to replace other aging underground water and sewer infrastructure. Over the next ten years the City will invest \$48 million in this area. The investment increases partly due to \$6.5 million funding from Federal Government.

Just as important as the underground infrastructure are the buildings and equipment that form part of the water delivery system that provides residents with excellent water quality. Expansion of the water reservoir

## 10-YEAR FINANCIAL PLAN

was completed in 2008 and the water treatment plant was completed in 2015. This project was partly financed by the borrowing of \$23.8 million.

Water is provided to the treatment plant via an underwater pipeline, which runs about eight kilometers between Pumphouse No. 1 on 48th Street and Pumphouse No. 2 at the Yellowknife River. It is expected to reach its end of useful life by 2020. The City has estimated that \$20 million will be required for the replacement of this underwater pipeline starting in 2019 through 2020. It is anticipated external borrowing of \$20 million will be required to finance this project.

Historically, a majority of the road rehabilitation program has been financed by long-term borrowing (debentures). In 2005, however, the City decided to reduce its reliance on long-term borrowing. As a result, the timely rehabilitation of existing roads and sidewalks has been deferred. The City will use Formula Funding (GNWT) and Community Public Infrastructure Funding to finance the costs of road rehabilitation and over the next ten years the City plans to invest more than \$44.9 million. Some road rehabilitation is also accomplished at the same time as the CMP replacement program using funds from that program.

The mobile equipment fleet has a replacement value of \$16.4 million and must be maintained to meet the service levels expected by residents. Over the next ten years, City has budgeted \$12.8 million for the replacement of fleet.

### **Solid Waste Management**

Landfill Expansion – The current cell of the landfill will be at capacity in the near future. In 2017 the City has moved the majority of its operations to a new cell which costed \$3.7 million to construct. Reclamation of the existing landfill will be ongoing until 2025 with a

portion of the area designated for the City's centralized composting site. Another new cell is planned for 2022 with an estimated cost of \$4 million.

Over the next 2 years the City will continue its investment on the centralized composting project. Composting will divert waste from the Solid Waste Facility, reduce greenhouse gas emissions associated with production of methane in the landfill and produce a finished product which is marketable in Yellowknife and usable for many City projects including cover material for the landfill closure. This project is to be rolled over several years starting in 2014. To date, \$3.1 million has been invested and in 2018 an additional \$0.15 million will be spent. The planned expenditures over the next ten years are \$4.8 million for maintaining the Solid Waste Facility and replacement of equipment.

The City has developed a Community Energy Plan (CEP) designed to support the community in its effort to reduce emissions and ensure City leads by example. The CEP provides a framework on how to reduce the cost of energy uses within both City operations and the community. The City completed the five milestones of original Plan and in 2017 updated the Plan for an additional 10-year period. The new plan sets out ambitious targets on both the Corporate and Community side for GHG emission reductions and increased renewable energy use. City is planning to spend \$5.4 million over the next ten years on CEP initiatives.

### **Planning and Development**

2017 marked the beginning of a new phase in the Planning & Development Department. In 2017 the Operational Review was approved, this approval now initiates operational changes in the Department over the next four years. During the implementation phases the City will make changes to many aspects of the



Department; from how we develop land to how we communicate. In 2017 the Department will be seeking approval to begin the General Plan Review. The General Plan sets out the City's community planning goals, polices, regulations, growth assumptions and ways to accommodate and spur the type growth we desire. The General Plan will establish 10 year goals for the community.

In 2018 we will also be mid-way through the multi-use building study, a project that will help the community set a vision for building on the 50/50 lot; an anchor to our downtown.

The Twin Pine Hill trails and viewing deck will also be completed in 2018, providing another link to the City's growing trail network. The City, along with the developer, has allocated resources toward this community project.

Over the next few years we anticipate seeing the implementation of the General Plan, associated changes to the Zoning By-law as well as a complete overhaul of the City's Building By-law. With a renewed commitment to industry communication and cooperation the Department is looking forward to working with all stakeholders on these important changes to how we plan and build our community.

The planned City expenditures over the next ten years are \$10.4 million. Any additional resources obtained from other orders of government for related projects will be used to augment this spending.

### **FINANCING CAPITAL PROJECTS**

The City uses GNWT formula funding, government grants, property taxes, water and sewer fees, and solid waste fees and levies to fund capital projects and reserve funds. Currently, part of the property tax revenue is used for debt servicing costs. Existing budget policies direct

that a minimum of 10% of property tax revenue be used to finance capital projects or debt servicing. The City's Asset Management Plan has identified that a transfer of \$1.7 million per year will support a sustainable capital investment strategy along with the funding received from other orders of government.

Presently the City has several reserve funds. One of them is the Major Community Facility Reserve (MCFR). The MCFR is used to fund major capital projects such as the City Hall, Library renovations and new aquatic centre. It is our plan to keep MCFR at about \$2.5 million. Any replacement or addition of such facilities will require additional funding from other orders of government and will be subject to detailed public consultation prior to committing funds. In addition, there will be a Capital Reserve in place to meet the emergency/ unbudgeted events. The reserve will be about \$0.6 million to be accumulated over the next ten years.

### **LONG-TERM DEBT**

The City decided about seven years ago to reduce its reliance on long-term borrowing to fund core capital spending obligations, such as road rehabilitation. As a result, the City had reduced its long-term debt significantly. It is estimated the outstanding long-term debt would be less than \$50,000 by 2022 if this policy continued.

As stated before, however, this reduced reliance on debt is now having an adverse effect on addressing core capital requirements and the portion of the infrastructure deficit related to the linear assets is growing rather than shrinking.

Under the Asset Management Plan, the City has borrowed \$23.9 million in 2013, repayable over 15 years, to finance a new water treatment plant. This has greatly freed up the Gas Tax to accelerate other capital

## 10-YEAR FINANCIAL PLAN

projects allowing the City to complete the CMP program by 2017.

The City is planning to borrow \$20 million to finance the replacement of underwater pipeline and this will free up the capital funding for other capital projects and new pool in 2020. Additional borrowing of \$34 million may be required in 2019 and 2020 if Council and the Public decide to build a new aquatic centre.

It is anticipated that the long-term debt will decrease from \$20 million in 2016 to \$16.9 million in 2018. However if the City borrows \$20 million for the underwater pipeline and \$34 million for aquatic centre, the debt servicing will increase from \$2.1 million in 2018, \$2.5 million in 2019, \$5.2 million in 2020, and \$6.2 million in 2021. Both debt and debt servicing are still within the legal limit and have been included in the Asset Management Plan.

### SUMMARY

As laid out in the Asset Management Plan in 2011, the planned annual capital expenditures of the City will average \$23 million. The City will be caught up on major backlog of linear asset deficiencies by 2018. The Asset Management Plan enables the City to establish a sustainable investment in infrastructure.

Linear Infrastructure investment and maintenance of existing facilities are to be identified in 10-year Capital Plan. Each year a new 10th year will be added to the 10-year plan with the information for that 10th year coming from the 25-year projections in the Asset Management Plan. A complete review of the 10-year plan will take place every 3 years after an election. The 25-year projections in the Asset Management Plan will be revised every 5 years as new information becomes available. The planned expenditures in the 10-year Capital plan will be subject to public review by the City's Committees and by Council.

However, replacement of existing facilities and acquisition of new facilities will be subject to a different process. Requests for replacement of existing facilities or acquisition of new facilities will be based on Council priorities. These will be reviewed on an annual basis and there will be a detailed community consultation involved before final budgetary commitments are made. The City will rely on specific grants from other orders of government for these types of capital investments or will be required to seek voter approval for any borrowing that would be required to fund these types of investments.



The Budget Policies will be updated and presented to Council for adoption in 2018.

## Government Finance Officers Association (GFOA)

### 1. Recommended Budget Policies

Purpose: To establish a guide for budgeting practices.

Policy: The recommended budget practices of the Government Finance Officers Association (GFOA) shall be used as a guide for the City budget practices. The budget shall report if the City has instituted or plans to institute each practice.

Adopted: September 25, 2000/Implemented November 2000

## COMMUNITY ASSESSMENT

### 2. Stakeholder Concerns

Purpose: To direct the limited resources of the City in a manner consistent with the concerns, needs and priorities of stakeholders of the City.

Policy: The City shall take the steps necessary to identify the top concerns, needs and priorities of stakeholders. The concerns and needs shall be determined by research including interviews, meetings, surveys, public submissions and other mechanisms.

Adopted: September 25, 2000/Implemented April 2001

### 3. Community Profile

Purpose: To ensure the City adequately understands the issues and trends affecting the community so that Council can establish the most appropriate goals.

Policy: The City shall prepare annually a report of issues and trends as a basis for formulating Council goals. Council shall ensure that the report is reasonable, complete and included in the budget.

Adopted: September 25, 2000/Implemented April 2001

## INTERNAL ASSESSMENT

### 4. Program Assessments

Purpose: To identify and assess programs provided by the City, their intended purpose, and factors that could affect their provision in the future.

Policy: For each City program, the budget shall describe the purpose, beneficiaries and needs served, success in achieving goals, and the issues, challenges and opportunities affecting their provision in the future. The City shall establish a five-year schedule to review specific programs as identified by Council.

Adopted: September 25, 2000/Implemented April 2001

## BUDGET POLICIES

### 5. Capital Asset Assessment

**Purpose:** To identify and assess the City's capital assets, including the condition of the assets and factors that could affect the need for or ability to maintain the assets in the future.

**Policy:** Council shall establish standards for the acceptable condition of capital assets.

An inventory of capital assets shall be maintained that describes the condition of the assets, deferred maintenance and needed improvements.

Management shall report on the need for and condition of the capital assets. The report shall discuss community needs and priorities, deferred maintenance, funding issues, changes in technology and other factors considered relevant. Council shall ensure that the report is reasonable, complete and included in the budget.

**Adopted:** September 25, 2000/Implemented April 2001

### 6. Management Systems Assessment

**Purpose:** To identify and analyze the City's organization and management systems, including system strengths and weaknesses and factors that could affect these systems in the future.

**Policy:** The City shall prepare annually a report of the

City organization and management system. The City shall establish a five-year schedule to review specific aspects of the City organization and management system as identified by Council.

**Adopted:** September 25, 2000/Implemented April 2001

## BUDGET GOALS

### 7. Council's Budget Goals

**Purpose:** To define the priorities and preferred future state of the community as a basis for making resource allocation decisions during the budget process.

**Policy:** Council shall adopt three-year budget goals at the start of each Council term and review budget goals annually.

Council shall adopt budget goals that:

1. reflect stakeholder concerns, needs and priorities;
2. reflect the community's economic, social and environmental conditions, challenges and opportunities;
3. are sufficiently specific to help define the programs to be emphasized and make difficult resource allocation decisions in the budget process; and



4. are prioritized.

Council shall ensure that budget goals are widely disseminated and reviewed with stakeholders on an ongoing basis.

Adopted: September 25, 2000/Implemented May 2001

**FINANCIAL POLICIES**

8. Stabilization Funds

Purpose: To maintain an adequate level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures.

Policy: Council shall establish and maintain fund balances as follows:

1. General Fund, Solid Waste Management Fund and Water & Sewer Fund: no less than 10% and no more than 15% of budgeted expenditures;
2. Land Development Fund: no less than nil;
3. Service Connection Failure Assistance Fund: no less than nil;
4. Capital Fund: no less than nil; and

5. Reserve Fund: amounts sufficient to fund expenditures in accordance with the Capital Improvement Plan Fund balances may be used at Council's discretion for emergencies, unanticipated economic downturns, and one-time opportunities. If feasible, minimum fund balances shall be restored in the following year and, certainly, within five years of use.

The budget shall include a five-year plan to attain minimum fund balances by December 31, 2008 and thereafter maintain minimum fund balances.

Adopted: June 27, 2005

9. Fees and Charges

Purpose: To identify the Cost of Service and portion of costs recovered from fees for each program.

Policy: To allow for a better understanding of the Cost of Service and to consider the appropriateness of established fees.

The budget shall identify:

1. the Cost of Service and the amount recovered from fees for each program; and
2. the policy for each program regarding

## BUDGET POLICIES

the recovery of Cost of Service.

Fees shall be established to recover 100% of Cost of Service unless Council clearly sets fees using a different basis.

Fees required to recover Cost of Service may be reduced by government transfers allocated to the program.

Adopted: September 25, 2000/Implemented November 2001

### 10. Debt Issuance and Management

Purpose: To ensure that debt is issued and managed prudently in order to maintain a sound fiscal position.

Policy: Long-term debt may be issued to finance capital acquisitions, finance land development and refinance existing long-term debt. Long-term debt may not be issued to finance operating costs.

The maximum term of any debt, except debt for land development, shall be the useful life of the asset to a maximum of 25 years. The maximum term for debt for land development shall be 10 years.

Debt limits shall be as follows:

1. the total amount of outstanding debt

shall not exceed 5% of the total current assessed value of all property in which taxes or grants are paid;

2. temporary borrowing shall not exceed \$10 million; and
3. total annual debt servicing costs shall not exceed 10% of the net amount of total revenue less government transfers. Grants-in-lieu of taxes shall not be considered government transfers.

All new debt issued, including temporary borrowing, long-term borrowing, capital leases and other forms of debt, shall be approved by by-law and issued in accordance with the standard purchasing policies of the City.

Debt to be repaid using collections of unpredictable revenue, such as land sales, shall be supported by a cash flow projection that demonstrates that collections of unpredictable revenue will be sufficient to make principal and interest payments.

The projection shall be prepared in accordance with GAAP and use assumptions that reflect the most probable set of economic conditions and planned courses of action. The projection shall use conservative estimates and, as much as possible, be supported by and reference third party analysis and information.



The importance of matching the timing of debt proceeds to expenditures and of debt-servicing to revenue shall be considered less important than the ability to service the debt and minimize the net present value of cash flows. The factors to be used to determine the date of issue and the structure of debt are:

1. the future availability of cash to service the debt; and
2. minimizing the net present value of all cash flows affected by financing, including interest revenue, temporary borrowing and all long-term debt.

The City may issue debt in the fiscal year immediately subsequent to the fiscal year in which the capital asset is acquired, if the financial benefit is clearly demonstrated.

The budget shall include a plan to comply with the prescribed debt limits by December 31, 2005 and thereafter maintain the prescribed debt limits.

Adopted: September 25, 2000/Implemented November 2001

11. Debt Level and Capacity

Purpose: To ensure that outstanding and planned debt levels do not exceed an amount that can be

supported by the existing and projected tax and revenue base.

Policy: The budget shall include an analysis of debt capacity with the following information:

1. statutory limitations;
2. evaluation of trends in the City's financial performance including availability and reliability of net revenues expected to service debt;
3. disclosure of five-year projections of measures relevant to determining debt capacity.

The budget shall include an analysis of capital improvement options using the following financing alternatives:

1. debt as required by capital improvement plans;
2. maximum allowed levels of outstanding debt and annual debt-servicing; and
3. no new debt.

Adopted: September 25, 2000/Implemented November 2001

12. One-Time Revenues

## BUDGET POLICIES

Purpose: To limit the use of one-time revenues for ongoing expenditures.

Policy: One-time revenues and their use shall be clearly identified in the budget. One-time revenues shall include amounts exceeding \$50,000 from infrequent sale of capital assets, infrequent revenue from land development and non-recurring grants. One-time revenues may be available for more than one year, but are expected to be non-recurring.

One-time revenues may be used only to increase fund balances, decrease debt or for non-recurring expenditures such as capital acquisitions, one-time projects, and grants. The budget shall disclose estimated future operating costs and commitments, if any, from non-recurring expenditures.

Adopted: September 25, 2000/Implemented November, 2001

### 13. Unpredictable Revenues

Purpose: To consider how significant variation in revenue will affect the City's financial outlook and ability to operate programs in the current and future budget periods.

Policy: The budget shall identify each unpredictable revenue source. Unpredictable revenue are those revenues with a more than normal risk of varying from budget by more than

\$50,000. The collection of revenue shall be considered when determining whether revenue is unpredictable.

The budget amount for each unpredictable revenue source shall be the City's best estimate at the time of the budget. The budget shall include a range of possible revenue amounts including a conservative estimate and optimistic estimate.

For each unpredictable revenue source, the budget shall identify those aspects of the revenue source that makes the revenue unpredictable. Most importantly, the budget shall identify the expected or normal degree of volatility of the revenue source.

Council shall set out in the budget a set of tentative actions to be taken if one or more sources generate revenues substantially higher or lower than projected.

Adopted: September 25, 2000/Implemented November, 2001

### 14. Balancing the Budget

Purpose: To balance the budget under normal circumstances and provide for disclosure when a deviation from a balanced budget occurs.

Policy: The budget shall be balanced except when reasonably unforeseeable circumstances



occur. Examples of unforeseeable circumstances include sudden and severe fluctuations in revenue, major emergency expenditures and significant changes in the value of assets.

The budget shall be considered balanced if:

1. fund balances are within the minimum and maximum limits prescribed in the policy on Stabilization Funds; or
2. the change in balance of each fund meets or exceeds the plan to establish minimum fund balances as prescribed in the policy on Stabilization Funds.

The budget shall disclose whether the budget is balanced. If the budget is not balanced, the budget shall disclose the reasons for not balancing the budget.

The change in balance of each fund shall be determined in accordance with generally accepted accounting principles for local governments and the Financial Administration By-law.

Adopted: September 25, 2000/Implemented November, 2001

15. Revenue Diversification

Purpose: To ensure the City has diverse revenue

sources.

Policy: The City shall identify existing potential sources of revenue greater than \$100,000 and consider options to enhance the diversity of revenue sources.

The City shall examine sources of revenue to determine:

1. the sensitivity of the amount of revenue to changes in rates;
2. the fairness of the tax or fee; and
3. administrative aspects of the revenue source.

Adopted: September 25, 2000/Implemented November, 2001

16. Contingency Planning

Purpose: To establish a financial plan to assist the City to take timely action and aid in the overall management of emergencies and unexpected events.

Policy: The budget shall disclose the amount, sources and availability of funds that could be directed to the costs of emergencies, natural disasters or other unexpected events.

The budget shall disclose a general financial

## BUDGET POLICIES

plan to restore the financial position of the City.  
Adopted: September 25, 2000/Implemented November, 2001

Adopted: September 25, 2000/Implemented November, 2001

### POLICIES AND PLANS

#### 17. Program Design

**Purpose:** To guide program design by developing and adopting policies and plans necessary to implement Budget Goals.

**Policy:** Council shall provide direction on how to achieve Budget Goals by adopting City-wide policies and plans to guide the design of specific programs.

The policies and plans shall be sufficiently specific to provide adequate guidance for programs design.

The policies and plans shall consider the assessment of the community, the internal assessment, Council's Budget Goals, and the financial policies.

The policies and plans shall include service delivery issues, performance standards, time frames from achievement of goals and other guidance considered beneficial to design programs.

#### 18. Capital Asset Management

**Purpose:** To guide capital asset management by adopting policies and plans for capital asset acquisition, maintenance, replacement and retirement.

**Policy:** Council shall consider the Capital Assets Assessment and Council's Budget Goals when adopting policies on capital asset management.

Council shall adopt annually five- and twenty-year capital improvement plans. Council shall consider whether the planned level of capital expenditures is adequate to maintain the standards set for capital assets. Council shall not unduly defer capital expenditures.

Council shall provide adequate Capital fund revenue by including, at least:

1. All block funding, except block funding allocated to the Land Development Fund. Block funding shall not be allocated or transferred to the General Fund, the Water & Sewer Fund or the Solid Waste Management Fund;
2. Equal to the greater of



- a) All municipal taxes from mining that are collected or considered collectable, plus 10% of non-mining taxation revenue. Non-mining taxation revenues equals non-mining municipal taxes, net of discounts and exemptions, plus all grants-in-lieu; or
- b) Debt-Servicing Costs on long-term debt (excluding land-related debt-servicing costs)

- 3. 30% of water and sewer revenue;
- 4. 10% of solid waste management revenue; and
- 5. Local improvement charges.

Infrastructure and land not for resale shall be funded by capital revenue and/or debt, and not by reserves. Capital assets other than infrastructure and land not for resale shall be funded by reserves.

The City shall set aside in reserves the amount necessary to replace capital assets:

- 1. if the life of the asset is no more than 20 years, over the remaining life of the asset; or

- 2. if the life of the asset is more than 20 years, over the last 20 years of the life of the asset or the remaining life of the asset, if less.

The City shall set aside in reserves the amount necessary to acquire new capital assets over the period available once Council approves the plan to acquire the new asset.

Adopted: June 27, 2005

19. Budget Type, Presentation and Time Period of the Budget

**Purpose:** The type of budget, time period covered and the manner of presenting materials in the budget document have a significant practical impact on the City's approach to planning, control and overall management of its programs, services, and finances and on the quality of information provided to stakeholders.

**Policy:** The Cities, Towns and Villages Act states that an annual budget must be adopted by Council prior to the end of the fiscal year; therefore the City of Yellowknife will prepare a three-year rolling budget document which meets the criteria of the GFOA's Budget Presentation Award Program on the basis of program/line item combination (which is currently being used) and the second- and third-year budgets shall be adopted in principle in the first year and then adopted individually each year

## BUDGET POLICIES

- thereafter.
- Adopted: June 25, 2001
20. Amending the Budget
- Purpose: The City recognizes that many factors, extraordinary or not, such as changes in Council's goals and objectives, collective bargaining agreements, performance measurements and economic stability, may impact the City's financial position on an annual basis.
- Policy: Prior to City Council adopting the second- and third-year budgets, Administration will prepare a summary of significant changes and events that have occurred which may impact on second- and third-year budgets and will provide proposed revisions to the adopted budget in principle.
- Adopted: June 25, 2001
21. Performance Measures – Financial Condition
- Purpose: To monitor and evaluate the financial condition of the City.
- Policy: The financial health of the City is critical to its ability to meet the needs of its stakeholders. Financial condition should be evaluated to identify potential problems and any changes that may be needed to improve performance
- over both the short and long terms.
- Financial indicator measures are developed to monitor financial conditions and achievement of explicitly set financial goals.
- Adopted: March 24, 2003
22. Performance Measures – Capital Program Implementation
- Purpose: To monitor, measure and evaluate capital program implementation.
- Policy: The status of significant capital projects will be monitored to ensure progress as planned, problems (such as delays in key milestones and cost overruns) are identified early enough to take corrective action, funds are available when needed, and legal requirements are met.
- Adopted: March 24, 2003
23. Performance Measures – Budgetary Performance
- Purpose: To guide program design by developing and adopting policies and plans necessary to implement budget goals.
- Policy: Regular monitoring of budgetary performance provides an early warning of potential problems and gives decision makers time to consider actions that may be needed if major deviations in budget-to-actual results become evident. It is also an essential input in demonstrating



accountability.

Budget-to-actual or budget-to-projected actual comparisons of revenues, expenditures, cash flows, and fund balances should be reviewed periodically during the budget period year. Staffing levels should also be monitored. Comparisons for, at minimum, the current year should be included in the budget document and be generally available to stakeholders during discussions related to budget preparation and adoption.

Adopted: March 24, 2003

24. Performance Measures – External Factors

Purpose: To monitor, measure and evaluate external factors that may affect budget and financial performance, and achievement of goals.

Policy: Factors outside the City’s control such as the national or territorial economy, demographic changes, statutory changes, mandates, and weather may affect achievement of stated goals. Monitoring these factors helps the City evaluate and respond to the effect of these external influences on goals, programs and financial plans.

External factors likely to impact achievement of goals should be identified and monitored regularly. Results of the analysis should be factored into the assessment of program and

financial performance, and considered when making adjustments to these programs. Trends and significant issues may be described in reports to stakeholders discussing program, budget, and financial performance.

An assessment of external factors will be reported on in summary form and available to stakeholders. The Economic Outlook report should include, but not be limited to: population projections, employment statistics, Consumer Price Index, new construction values, housing starts, and Gross Domestic Product.

Adopted: March 24, 2003

25. Performance Measures – Stakeholder Satisfaction

Purpose: To monitor and evaluate stakeholder satisfaction with programs and services.

Policy: The main contact with a government for many stakeholders is through the programs and services it provides. It is important for the City to be aware of and respond to stakeholder perceptions of these programs and services. Stakeholder perceptions of the quality of public services is an important factor in their overall perception of the City and their level of confidence in the City’s decision-making.

The City will use a variety of ways to access stakeholder satisfaction, including public forums or hearings, focus groups, and surveys.

## BUDGET POLICIES

At least biennially, the City will conduct a Citizen Survey which formally assesses satisfaction with programs and services. The Citizen Survey, and any other source or input, will be reported upon using the appropriate technology, and be available to all stakeholders.

Adopted: March 24, 2003

### 26. Performance Measures – Program Performance

**Purpose:** To monitor, measure, and evaluate the performance of programs and services the City provides.

**Policy:** Government functions, programs, and activities should be periodically reviewed to determine whether they are accomplishing the intended goals and objectives.

Performance measures, including efficiency and effectiveness measures, should be presented in basic budget material, including the operating budget document, and should be available to stakeholders. Performance measures should be reported using actual data, where possible. At least some of the measures should document progress toward achievement of previously developed goals and objectives. More formal reviews, and documentation of these reviews, should be carried out as part of the overall planning, decision-making and budget process.

Adopted: March 24, 2004

### 27. Administration Fees

**Purpose:** To set administration fees for interfund transfers to the General Fund.

**Policy:** Council shall transfer to the General Fund an administration fee of:

1. 15% of revenue from the Water and Sewer Fund;
2. 10% of revenue from the Solid Waste Management Fund;
3. a minimum of \$100,000 from the Land Development Fund, subject to achieving the minimum fund balances set out in the Stabilization Funds policy.

Adopted: June 27, 2005

