



2019 Our Yellowknife Budget

Programs • Services • Capital Plan





CITY OF YELLOWKNIFE

THE CITY OF YELLOWKNIFE, NORTHWEST TERRITORIES 2019 Budget Update—Programs, Services and Capital 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:

Niels Konge, Julian Morse, Stacie Smith, Rommel Silverio, Mayor Rebecca Alty, Shauna Morgan, Cynthia Mufandaedza, Robin Williams, Steve Payne

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-Kellett
Sharolynn Woodward
Kerry Penney
Chris Greencorn
Grant White
Eric Bussey
Nalini Naidoo

City Auditors:

Crowe MacKay LLP

City Bankers:

TD Canada Trust

City Solicitors:

McLennan Ross LLP



Photo by: Martin Male



Photo by: Kevin Klingbeil

THE CITY OF YELLOWKNIFE



CITY OF YELLOWKNIFE

PREPARED BY THE CITY OF YELLOWKNIFE

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TABLE OF CONTENTS

- 1. **BUDGET MESSAGE** 1
- 2. **READER’S GUIDE** 5
- 3. **COUNCIL’S GOALS** 9
- 4. **BUDGET SUMMARY**11
- 5. **STAFFING SUMMARY**15
- 6. **GENERAL FUND**17
 - a) Mayor & Council 21
 - b) City Administration 27
 - c) Fiscal Services 33
 - d) Corporate Services..... 35
 - e) Policy, Communications & Economic Development 43
 - f) Community Services 45
 - g) Public Safety 61
 - h) Planning & Development 71
 - i) Public Works & Engineering 77
- 7. **SOLID WASTE MANAGEMENT FUND**85
- 8. **WATER & SEWER FUND**87
- 9. **LAND DEVELOPMENT FUND**89
- 10. **SERVICE CONNECTION FAILURE ASSISTANCE FUND**91
- 11. **CAPITAL FUND**93
 - a) **2019 Capital Projects**
 - General Government 97
 - Community Services 113
 - Public Safety 124
 - Planning & Development 130
 - Public Works & Engineering 135

TABLE OF CONTENTS

	b) 2020 Capital Projects	
	• General Government	197
	• Community Services	198
	• Public Safety	199
	• Public Works & Engineering	200
	c) 2021 Capital Projects	
	• General Government	201
	• Community Services	202
	• Planning & Development	203
	• Public Works & Engineering	204
12.	RESERVE FUND	205
13.	LONG-TERM DEBT	209
14.	10-YEAR CAPITAL PLAN	213
15.	BUDGET POLICIES	221



The City of Yellowknife was founded in 1934, located on the northern shore of Great Slave Lake, on Chief Drygeese traditional territory of the Yellowknives Dene First Nation. It was designated the Capital of the Northwest Territories in 1967, and has since grown to become home to over 21,000 people. Our city is a lively and inclusive community known for its welcoming vibe and community spirit.

The City of Yellowknife is committed to making sure Yellowknife continues to be an amazing place to live, work, and visit. City Council and Administration work side by side each and every day to contribute to this goal, and Budget 2019 will form an important part of our community's roadmap going forward.

A budget is Council's single most important policy document and as such, must embody a realistic plan to address both the challenges and the opportunities faced by the City and our community. In particular, Budget 2019 must balance the ongoing requirements to sustain and enhance infrastructure, services and programs with the pressures to pursue new opportunities, all the while keeping affordability and cost of living top of mind.

Considerations

The City of Yellowknife has experienced substantial infrastructure growth in the last decade. New neighbourhoods have been developed, major facilities have been built, essential infrastructure has expanded and additional parks and trails have been created. All of these enhance the quality of life in the community, but they also create the need for increased maintenance efforts and expenditures in the short term and eventual overhaul or replacement investment over time.

External changes have placed considerable time and money

pressures on the City. For example, the City's water license must be renewed by 2022, and a significant amount of investment will have to be made between now and then to meet the stringent requirements imposed by regulators. Increased safety legislation introduced by the Workers' Safety and Compensation Commission is welcome because it offers added protection for the City's staff and citizens but it has also created more robust, and costly processes. The recent legalization of cannabis necessitated considerable preparatory work for the City, and ongoing monitoring and enforcement will have to be absorbed by City staff, even though the territorial government will not be passing any of the resulting tax revenues on to the City.

Citizen expectations are expanding, particularly with respect to social issues. There are growing concerns, especially about the City's downtown core, and as a result, growing expectations that the City will address them – even those that are beyond the municipal government's mandate.

Tourists are discovering what Yellowknifers have known for a long time – this is a beautiful part of the world that offers both undisturbed nature and well-developed services. The influx of visitors to view the aurora and enjoy our beautiful City is proof of the area's natural attraction; now, the challenge is to ensure the appropriate infrastructure is in place to properly support this growing opportunity and to spread the word about the year-round attractions that are here. The City has lobbied for several years for legislative changes to support an accommodation levy that will fund a Destination Marketing Organization to promote Yellowknife and help attract visitors to Yellowknife. The City also stepped up during 2017 to fill a gap in services and ensure continuity of Visitor Services to help them once they arrive.

BUDGET MESSAGE

As the City strives to be responsive to emerging pressures and growth, our ability to do so is impacted by the continued formula funding shortfall. The Government of the Northwest Territories (GNWT) identified and acknowledged in 2014 that NWT communities are underfunded by a total of \$40 million annually. Of this \$40 million shortfall, the City of Yellowknife is underfunded by \$11 million each year. This has a huge impact on the City's ability to deliver services and maintain 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.

Opportunities

While the City is seeking creative and effective ways to manage these challenges, there are also exciting initiatives and opportunities being advanced that will enhance the quality of life in Yellowknife. The proposed Aquatic Centre will be the largest single capital undertaking in the City's history. Extensive consultation and the efforts of a dedicated advisory committee contributed to the recent Pre-Design report that reflects what this facility could look like and the features and services it could provide.

The recent Accessibility Audit identified a number of barriers in City facilities, and established a ten-year plan to address them. The Implementation Plan recommends a phased approach that resolves the most significant issues first.

Downtown revitalization has the potential for positive spinoff effects that far exceed the investment reflected in the City's budgets. At the same time, the possibility of a University in Yellowknife is being advocated by the City, and would bring both

economic benefits and the option for Yellowknifers to advance their educations without leaving the community.

The Giant Mine Reclamation project is expected to contribute significantly to Yellowknife's economy over the coming decade. The City of Yellowknife is a key stakeholder and will continue to be actively involved in the processes.

Cost of living is a concern for many citizens, especially utility costs, and the City is working to keep these costs as low as possible. Administration has lobbied the GNWT for several years for the authority to implement an Energy Retrofit program that will allow citizens to obtain funds for energy-saving upgrades on their homes and repay the money through a local improvement charge. As well, the City's electricity franchise agreement with Northland Utilities is up for renewal, opening up a range of possibilities, and the City will be looking for options that reduce costs to citizens.

Partnerships continue to be a crucial way to move forward: collaboration with the Climbing Club sparked the installation of the Climbing Wall at the Fieldhouse; partnering with the Yellowknife Fastball Association is resulting in significant enhancements at the Tommy Forrest Ball Park; and work is underway with the Yellowknife Mountain Bike Club to create a Bike Park.



Looking Ahead

Budget 2019 presents a fiscally responsible plan that addresses both the need to take care of what the City already has and does, and the requirement to provide for what our community will need

in the future. It reflects the ongoing challenge of balancing the maintenance and enhancement of existing facilities, programs, and services with the desire to introduce new facilities and expand offerings. Some highlights of this plan include:

- Implementing recommendations from the Accessibility Audit.
- Pursuing the architectural and engineering phase of the Aquatic Centre development.
- Continuing the Community Plan development.
- Updating the City's Economic Development Strategy.
- Advancing the paving program.
- Continuing proactive replacement of water and sewer infrastructure, including twinning the sewer force main.
- Enhancing City trails.
- Conducting a water and sewer piped services expansion study.
- Exploring the feasibility of a centralized pellet boiler to service City Hall and neighbouring buildings.
- Continuing with the implementation of the Theia report recommendations regarding the 50/50 lot.
- Rehabilitating the Folk on the Rocks main stage.
- Conducting a Fire Hall Building Capacity study.
- Updating and formalizing engineering and development standards for construction.
- Beginning implementation of the Solid Waste Management Plan.
- Researching innovative approaches to public transit.
- Continuing support for the Homelessness Employment Program, the Street Outreach Program, and the Ten Year Plan to End Homelessness.

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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 four-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

2016 - 2018

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	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Taxation	27,086	27,828	27,829	30,680	31,346	32,013	
Government Grants	25,586	23,039	25,861	17,067	24,601	21,074	
User Charges	23,706	24,069	24,248	24,851	25,604	25,977	
Land Sales	1,403	2,792	6,700	2,533	3,340	4,233	
Investment Income	388	250	350	450	650	550	
Total Revenue	78,169	77,978	84,988	75,581	85,541	83,847	
Expenditures (by Division)							
General Government	11,956	13,494	13,714	13,420	13,351	13,458	
Community Services	10,267	11,104	11,484	13,326	40,776	30,947	
Public Safety	7,277	8,214	8,599	8,741	8,957	9,107	
Planning & Development	1,610	1,778	2,305	1,814	1,755	1,959	
Public Works & Engineering	12,703	13,464	14,841	11,983	9,053	12,248	
Solid Waste Management Fund	3,912	4,032	5,621	3,491	4,737	3,130	
Water & Sewer Fund	21,900	20,606	21,590	14,686	28,239	26,374	
Land Development Fund	4,614	2,087	2,118	3,631	3,245	3,769	
Service Connection Failure Assistance Fund	600	846	846	833	835	836	
Amortization	12,956	14,317	13,756	14,644	15,125	15,213	
Carryforward Projects	-	373	-	1,426	-	-	
Total Expenditures	87,795	90,315	94,874	87,995	126,073	117,041	
Net Revenue (Expenditures)	(9,627)	(12,337)	(9,886)	(12,414)	(40,532)	(33,194)	
Debenture Proceeds	-	-	-	-	54,000	-	
Debenture Interest	(615)	(565)	(565)	(515)	(1,169)	(2,052)	
Debt Principal Repayments	(1,507)	(1,556)	(1,556)	(1,607)	(2,607)	(4,039)	
Debenture Total	(2,122)	(2,121)	(2,121)	(2,122)	50,224	(6,091)	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(11,749)	(14,458)	(12,007)	(14,536)	9,692	(39,285)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	13,180	14,317	13,756	14,644	15,125	15,213	
Change in Fund Balance	1,431	(141)	1,749	108	24,817	(24,072)	
Opening Balance	11,812	4,928	13,243	14,992	15,100	39,917	
Closing Balance	13,243	4,787	14,992	15,100	39,917	15,845	

BUDGET SUMMARY

Summary Budget by Object	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Expenditures (by Object)							
Operations & Maintenance	20,136	21,727	22,475	22,728	22,920	23,266	
Capital	24,334	23,946	29,368	16,199	54,371	43,309	
Carryforward Projects	-	373	-	1,426	-	-	
Grants	673	652	670	685	696	707	
Interest on Long-term Debt	615	565	565	515	1,169	2,052	
Wages & Benefits	25,023	26,963	26,238	28,432	29,466	30,527	
Land	4,614	2,087	2,118	3,631	3,245	3,769	
Valuation Allowance	283	250	250	250	250	250	
Amortization	12,732	14,317	13,756	14,644	15,125	15,213	
Total Expenditures	88,410	90,880	95,440	88,510	127,242	119,093	



BUDGET SUMMARY

Summary -Fund Balances	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000s)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Operating Fund Balances							
General Fund	5,449	5,349	5,746	5,754	6,053	6,082	
Land Development Fund	965	616	5,690	4,728	4,955	5,546	
Solid Waste Management Fund	(14,656)	(16,048)	(14,451)	(14,368)	(14,236)	(14,052)	
Water & Sewer Fund	(247)	(18)	177	492	565	661	
Service Connect Failure Assistance Fund	1,051	666	1,050	1,050	1,050	1,050	
Total Operating Fund Balances	(7,438)	(9,435)	(1,788)	(2,344)	(1,613)	(713)	
Capital Fund Balance							
Capital Fund	11,240	5,428	8,381	10,177	35,784	10,566	
Carryforward Projects	-	373	-	1,426	-	-	
Total Capital Fund Balance	11,239	5,055	8,381	8,751	35,784	10,566	
Reserve Fund Balances							
Downtown Development Reserve	750	666	745	762	775	785	
Information Technology Reserve	1,167	1,012	1,080	1,152	1,128	1,149	
Mobile Equipment Replacement Reserve	1,607	651	776	910	1,014	1,149	
Major Community Facility Reserve	2,977	3,041	3,057	3,137	97	177	
Heritage Reserve	156	84	101	101	101	101	
Samuel Colley Library Donation Reserve	216	216	219	219	219	219	
Twin Pine Hill Trail Reserve	190	6	-	1	1	1	
Revitalization Initiative Reserve	2,378	3,492	2,416	2,415	2,415	2,415	
Community Grant Reserve	2	2	-	-	-	-	
Total Reserve Fund Balances	9,443	9,170	8,394	8,697	5,750	5,996	
Total Fund Balances	13,243	4,787	14,992	15,100	39,917	15,845	

BUDGET SUMMARY

Schedule of Grants & Donations	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Government of Canada Grants							
Payments in Lieu of Municipal Taxes	-	75	75	75	75	75	
Gas Tax Agreement	5,273	5,511	5,511	5,510	5,510	5,510	
Clean Waste Water Agreement	8,229	6,132	7,710	319	-	-	
Build Canada Funding	-	11	11	-	8,138	4,751	
Giant Mine Air Quality Monitoring Station (DIAND)	1	-	-	-	-	-	
New Year's Eve Celebration (Canada Heritage)	1	25	1	15	15	15	
Canada Day Celebration (Canada Heritage)	225	6	15	6	6	6	
Heritage Committee	(2)	-	-	-	-	-	
Other Government of Canada Grants	685	150	111	-	-	-	
Total Federal Grants	14,416	11,910	13,434	5,925	13,744	10,357	
Government of Northwest Territories (GNWT) Grants							
MACA Formula Funding	7,753	7,753	7,814	7,814	7,814	7,814	
Community Capacity Building Fund	8	-	-	-	-	-	
MACA Contribution Agreements							
Community Public Infrastructure Funding	2,210	2,209	2,210	2,210	2,210	2,210	
Property Assessment	125	125	125	125	125	125	
Library Grant	125	103	105	105	105	105	
Sports & Recreation Grant	109	80	80	80	80	80	
Street Outreach (funding provided by Federal & Territorial Governments)	-	256	256	120	-	-	
Ground Ambulance & Highway Rescue	23	-	-	-	-	-	
Transportation Initiative	-	-	75	-	-	-	
Water & Sewer Services	281	281	326	326	326	326	
Solid Waste Services	4	-	5	-	-	-	
Industry, Tourism and Investment Agreements							
Economic Development Officer	55	50	236	50	50	50	
Total GNWT Grants	10,693	10,857	11,232	10,830	10,710	10,710	
Other Contributions & Donations	477	272	1,195	312	147	7	(1)
Total Grants & Donations	25,586	23,039	25,861	17,067	24,601	21,074	(2)

Note:

- (1) The 2018 Forecast includes developer contribution of \$700,351 for Hall Crescent Paving.
- (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. The grant total does not include HPS's funding as HPS has its own budget and audited schedule of Revenues and Expenditures for submission to the Government of Canada. From April 1, 2017 to March 31, 2018, the City received \$716,426 from the Government of Canada which was used to fund sheltering agencies and other related expenses.



STAFFING SUMMARY

Staffing by Department: (FTE)	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget
General Government						
City Administration	12.50	12.00	13.00	14.00	14.00	13.00
Corporate Services	27.71	29.38	29.38	29.38	28.38	28.38
Policy, Communications & Economic Development	4.00	4.00	4.00	4.00	4.00	4.00
Community Services	58.78	61.73	61.73	66.15	66.15	66.15
Public Safety	53.08	57.58	57.58	57.50	58.00	58.00
Planning & Development	11.00	11.00	11.00	11.00	11.00	12.00
Public Works & Engineering	54.63	54.62	54.62	56.38	58.38	60.38
	221.70	230.31	231.31	238.41	239.91	241.91
Permanent	199.04	206.54	206.54	209.54	212.04	216.04
Part-time/Casual/Term	22.66	23.77	24.77	28.87	27.87	25.87
	221.70	230.31	231.31	238.41	239.91	241.91
Net change in FTE positions		8.61	9.61	7.10	1.50	2.00

STAFFING SUMMARY

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GENERAL FUND

General Fund	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Taxation	27,086	27,828	27,829	30,680	31,346	32,013	
Taxes Allocated to Capital	(1,200)	-	-	(1,491)	(1,340)	(1,260)	
Government Grants	545	646	849	503	383	383	
User Charges	8,146	8,621	8,505	8,798	9,146	9,302	
Investment Income	294	150	250	350	550	450	
Total Revenue	34,871	37,245	37,433	38,840	40,085	40,888	
Expenditures (By Department)							
General Government	11,134	12,417	12,099	12,572	12,727	12,879	
Community Services	9,409	9,989	10,261	10,372	10,595	10,750	
Public Safety	7,023	7,633	7,590	8,336	8,732	9,107	
Planning & Development	1,368	1,678	1,551	1,789	1,755	1,909	
Public Works & Engineering	7,453	7,119	7,136	7,471	7,727	8,013	
Solid Waste Management	4	-	-	-	-	-	
Amortization	6,664	7,309	7,035	7,703	8,041	7,750	
Total Expenditures	43,055	46,145	45,672	48,243	49,577	50,408	
Net Revenue (Expenditures)	(8,184)	(8,900)	(8,239)	(9,403)	(9,492)	(9,520)	
Interfund Transfers							
(To) From Water & Sewer Fund	1,183	1,213	1,213	1,243	1,274	1,306	
(To) From Solid Waste Management Fund	326	334	334	342	351	360	
(To) From Land Development Fund	184	189	189	193	198	203	
(To) From Reserve	(258)	(130)	(228)	(76)	(73)	(70)	
Total Interfund Transfers	1,435	1,606	1,508	1,702	1,750	1,799	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(6,749)	(7,294)	(6,731)	(7,701)	(7,742)	(7,721)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,882	7,309	7,035	7,703	8,041	7,750	
Change in Fund Balance	133	15	304	2	299	29	
Opening Balance	5,315	5,334	5,448	5,752	5,754	6,053	
Closing Balance	5,448	5,349	5,752	5,754	6,053	6,082	

GENERAL FUND

General Fund -Expenditures by Division & Object	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Expenditures (By Division)							
General Government							
Fiscal Services	646	462	421	452	456	460	
Mayor & Council	1,240	1,227	1,280	1,344	1,404	1,391	
City Administration	2,485	3,053	2,892	2,947	3,093	3,100	
Corporate Services	5,935	6,848	6,393	6,780	6,753	6,882	
Policy, Communications & Economic Development	828	827	1,113	1,049	1,021	1,046	
Total General Government	11,134	12,417	12,099	12,572	12,727	12,879	
Community Services							
Directorate	1,063	1,388	1,473	1,407	1,446	1,477	
Arenas	2,161	2,377	2,352	2,130	2,151	2,179	
Library	1,102	1,156	1,162	1,265	1,298	1,336	
Parks	1,242	1,324	1,334	1,345	1,414	1,392	
Recreation	912	707	725	825	844	859	
Pool	1,620	1,718	1,772	1,881	1,924	1,965	
Curling Club	130	166	131	129	129	130	
City Hall	417	356	456	591	577	591	
Wildcat Cafe	26	20	23	18	18	19	
Fieldhouse	736	777	833	781	794	802	
Total Community Services	9,409	9,989	10,261	10,372	10,595	10,750	
Public Safety							
Directorate	576	565	541	802	874	896	
Fire & Ambulance	5,030	5,553	5,549	5,400	5,643	5,916	
Municipal Enforcement	1,417	1,515	1,500	1,404	1,450	1,496	
Emergency Management	-	-	-	730	765	799	
Total Public Safety	7,023	7,633	7,590	8,336	8,732	9,107	
Planning & Development							
Directorate	456	639	539	629	566	579	
Planning & Lands	577	689	659	789	813	948	
Building Inspections	335	350	353	371	376	382	
Total Planning & Development	1,368	1,678	1,551	1,789	1,755	1,909	



GENERAL FUND

General Fund -Expenditures by Division & Object	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Public Works & Engineering							
Directorate	894	856	911	855	884	913	
City Garage	863	817	821	828	838	848	
Public Transit	1,585	1,658	1,662	1,734	1,787	1,830	
Roads & Sidewalks	4,115	3,788	3,742	4,054	4,218	4,422	
Total Public Works & Engineering	7,457	7,119	7,136	7,471	7,727	8,013	
Total Expenditures	36,391	38,836	38,637	40,540	41,536	42,658	
Details of All O&M							
Wages & Benefits	21,897	23,689	23,131	24,797	25,637	26,515	
General Services	5,837	6,044	6,326	6,578	6,659	6,710	
Materials	2,019	2,165	2,229	2,317	2,365	2,486	
Maintenance	1,473	1,617	1,725	1,644	1,647	1,691	
Utility -Fuel	577	704	712	587	599	608	
Utility -Power	2,107	2,233	2,167	2,134	2,125	2,125	
Vehicle O&M	748	622	622	688	698	706	
Others (Insurance, grants & bad debts)	1,733	1,762	1,725	1,795	1,806	1,817	
Amortization	6,664	7,309	7,035	7,703	8,041	7,750	
Total Details of O&M	43,055	46,145	45,672	48,243	49,577	50,408	

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GENERAL FUND - Mayor & Council

Mayor and Council Budget	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	1	-	1	-	-	-	(1)
Total Revenue	1	-	1	-	-	-	
Expenditures (By Activity)							
Community Assistance	664	652	670	685	696	707	(2)
Legislation & Governance	426	483	518	564	577	586	(3)
Public Information/Inquiries	73	67	67	68	69	70	
Strategic Planning	77	25	25	27	62	28	(4)
Total Expenditures (By Activity)	1,240	1,227	1,280	1,344	1,404	1,391	
Net Revenue (Expenditures)	(1,239)	(1,227)	(1,279)	(1,344)	(1,404)	(1,391)	
Expenditure (by Object)							
Wages & Benefits	362	388	388	441	447	454	
General Services	167	127	165	161	198	166	(5)
Materials	47	60	57	57	63	64	(6)
Others	664	652	670	685	696	707	
Total Expenditures (By Object)	1,240	1,227	1,280	1,344	1,404	1,391	

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) Starting from 2019 onwards, an Integrity Commissioner will be included in the budget.
- (4) Strategic planning includes governance strategy and/or citizen surveys.
- (5) Travel expenses, public relations, and operational review.
- (6) Memberships and subscriptions.

GENERAL FUND - Mayor & Council

Grants Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Senior Citizens/Disabled Tax Rebate	199	184	200	217	228	239	
Multi-Year Funding	261	261	304	304	304	304	
Sponsorship Grants	94	94	76	76	76	76	
Community Services Grants	110	113	90	88	88	88	
Total Grants	664	652	670	685	696	707	



GENERAL FUND - Mayor & Council

Multi-Year Funding	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Aurora Fiddlers Society	5,000	5,000	5,000	5,000	-	-	
Canadian Championship Dog Derby	-	-	13,000	13,000	13,000	-	
Ecology North	12,000	12,000	12,000	12,000	-	-	
Folk on the Rocks	15,000	15,000	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	2,000	2,000	-	
St. John Ambulance	-	-	10,000	10,000	10,000	-	
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 Farmers Market	-	-	20,000	20,000	20,000	-	
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	20,000	20,000	20,000	20,000	-	-	
Additional Grants	-	-	-	-	244,250	-	
Total Multi-Year Funding	261,250	261,250	304,250	304,250	304,250	304,250	

GENERAL FUND - Mayor & Council

Sponsorship Grants	2017 Actuals (\$)	2018 Budget (\$)	2018 Forecast (\$)	2019 Budget (\$)	2020 Budget (\$)	2021 Budget (\$)	Note
Association Franco-Culturelle de Yellowknife	10,000	-	5,000	-	-	-	
Baseball NWT	-	-	5,000	-	-	-	
Borderless Art Movement	-	-	5,000	-	-	-	
Canadian Parents for French	1,000	-	-	-	-	-	
Canadian Championship Dog Derby	13,000	-	-	-	-	-	
Food First Foundation	-	-	5,000	-	-	-	
LES Editions franco-tenoise/L'Aquilon	-	-	4,000	-	-	-	
Midnight Sun Fly-in Association	10,000	-	-	-	-	-	
Music NWT	5,000	-	-	-	-	-	
North Words Writers Festival Society	4,000	-	-	-	-	-	
North Slave Metis Alliance	-	-	10,000	-	-	-	
NWT Judo Association	5,000	-	5,000	-	-	-	
NWT Mining Heritage	4,000	-	-	-	-	-	
NWT Riders Association	2,000	-	2,000	-	-	-	
NWT Soccer Association	-	-	7,000	-	-	-	
Old Town Community Association	10,000	-	10,000	-	-	-	
Ptarmicon Society	5,000	-	5,000	-	-	-	
Skills Canada NWT	-	-	5,000	-	-	-	
The Long John Jamboree	10,000	-	-	-	-	-	
Yellowknife Community of Dance	-	-	4,000	-	-	-	
Yellowknife Farmers Market	15,000	-	-	-	-	-	
Yellowknife Historical Society	-	-	4,000	-	-	-	
Total Sponsorship	94,000	94,000	76,000	76,000	76,000	76,000	



GENERAL FUND - Mayor & Council

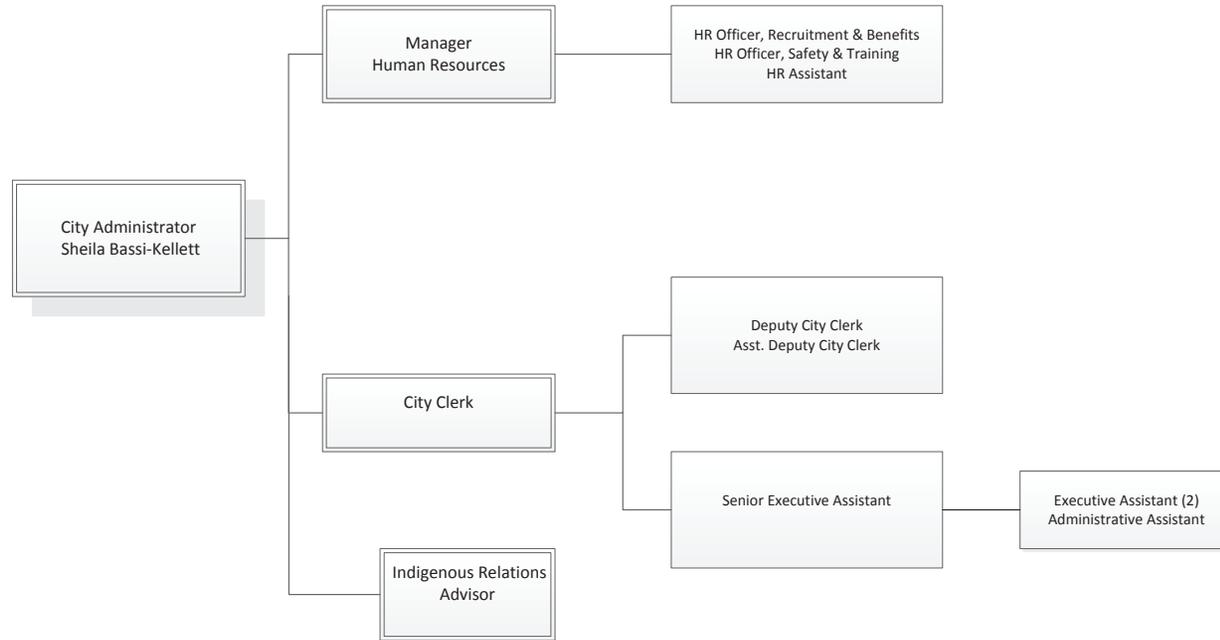
Community Service Grants	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Council of the NWT/NU Order of St. John Ambulance	9,000	-	-	-	-	-	
Foster Family Coalition of NWT	10,000	-	10,000	-	-	-	
Great Slave Sailing Club	4,000	-	-	-	-	-	
Great Slave Snowmobile Association	5,000	-	-	-	-	-	
MS - Yellowknife Branch	2,000	-	2,000	-	-	-	
NWT Breast Health/Breast Cancer Action Group	1,300	-	1,000	-	-	-	
NWT Breastfeeding Support Group	-	-	2,500	-	-	-	
NWT Creative Collective	-	-	3,000	-	-	-	
NWT John Howard Society	2,500	-	2,500	-	-	-	
NWT Literacy Council	-	-	5,000	-	-	-	
NWT Soccer Association	5,000	-	-	-	-	-	
NWT Special Olympics	-	-	5,000	-	-	-	
NWT Tennis	-	-	1,500	-	-	-	
NWT/NU Crime Stoppers Association	2,500	-	2,500	-	-	-	
Rainbow Coalition of Yellowknife	10,000	-	10,000	-	-	-	
Radio Taiga	-	-	3,000	-	-	-	
Special Olympics NWT	5,000	-	-	-	-	-	
St. Pat's High School	-	-	5,000	-	-	-	
Wolf Foundation	-	-	2,500	-	-	-	
Yellowknife Association for Community Living	10,000	-	10,000	-	-	-	
Yellowknife Guild of Arts and Crafts	-	-	2,500	-	-	-	
Yellowknife Golf Club Association	10,000	-	5,000	-	-	-	
Yellowknife District Girl Guides	4,000	-	4,000	-	-	-	
Yellowknife Marine Rescue	5,000	-	-	-	-	-	
Yellowknife Polar Bear Swim Club	10,000	-	2,500	-	-	-	
YKCA NWT	-	-	10,000	-	-	-	
YWCA Yellowknife	10,000	-	-	-	-	-	
Young Life of Canada - The Rock Skateboarding Ministries	5,000	-	-	-	-	-	
Total Community Services	110,300	112,750	89,500	88,450	87,750	87,750	

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GENERAL FUND - City Administration

Department Staffing



Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	Note
City Administrator's Office	3.00	3.00	4.00	4.00	4.00	3.00	(4)
City Clerk	6.50	6.00	6.00	6.00	6.00	7.00	(1) & (2)
Human Resources	3.00	3.00	3.00	4.00	4.00	3.00	(3)
	12.50	12.00	13.00	14.00	14.00	13.00	
Permanent	12.00	12.00	12.00	12.00	12.00	13.00	
Part-time/Term	0.50	0.00	1.00	2.00	2.00	0.00	(1) & (4)
	12.50	12.00	13.00	14.00	14.00	13.00	

Note

- (1) In 2017, a 0.5 Person-Year Administrative Assistant position was included in the City Clerk's Budget. Starting in 2018, this position has been reported under Fire & Ambulance.
- (2) One Executive Secretary position is proposed for 2021.
- (3) A two-year term Safety officer position is proposed for 2019.
- (4) An 18-month term Indigenous Relations Advisor position was added in 2018 .

GENERAL FUND - City Administration

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (By Division)							
City Administrator	796	892	766	715	733	755	
City Clerk	750	857	805	821	855	985	
Human Resources	939	1,304	1,321	1,411	1,505	1,360	
Total Expenditures (By Division)	2,485	3,053	2,892	2,947	3,093	3,100	
Net Revenue (Expenditures)	(2,485)	(3,053)	(2,892)	(2,947)	(3,093)	(3,100)	
Expenditure (by Object)							
Wages & Benefits	1,854	2,117	1,912	1,986	2,111	2,117	
General Services	540	808	852	835	852	856	
Materials	91	128	128	126	130	127	
Total Expenditures (By Object)	2,485	3,053	2,892	2,947	3,093	3,100	



GENERAL FUND - City Administration

City Administrator Budget	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Policy Development	386	429	369	343	354	363	
Public Information/Inquiries	118	132	113	107	109	112	
Legislation & Governance	292	331	284	265	270	280	
Total Expenditures (By Activity)	796	892	766	715	733	755	
Net Revenue (Expenditures)	(796)	(892)	(766)	(715)	(733)	(755)	
Expenditures (By Object)							
Wages & Benefits	702	803	650	625	643	663	(1)
General Services	88	80	107	81	81	83	(2)
Materials	6	9	9	9	9	9	
Total Expenditures (By Object)	796	892	766	715	733	755	

Note:

- (1) The 2017 Actual and 2018 Budget numbers included the Manager, Municipal Law & Policy salary. As of January 2018, the amount was moved to the Policy, Communications & Economic Development.
- (2) Corporate planning, public relations, travel expenses and legal fees.

GENERAL FUND - City Administration

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 Administration

City Clerk Budget	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Administrative Support	292	334	313	313	325	366	
Board Support	67	76	71	73	75	87	
Election Administration	-	94	95	22	22	10	(1)
Public Information/Inquiries	156	146	137	172	178	205	
Records Management	75	85	80	82	85	92	
Legislation & Governance	160	122	109	159	170	225	
Total Expenditures (By Activity)	750	857	805	821	855	985	
Net Revenue (Expenditures)	(750)	(857)	(805)	(821)	(855)	(985)	
Expenditures (By Object)							
Wages & Benefits	625	634	582	644	672	811	(2)
General Services	123	218	218	172	178	169	(3)
Materials	2	5	5	5	5	5	
Total Expenditures (By Object)	750	857	805	821	855	985	

Note:

- (1) The numbers reflect the 2018 General Election.
- (2) An additional Executive Secretary position is proposed for 2021.
- (3) Election, referendums for the submarine intake line replacement and new Aquatic Centre, advertising, webcasting and teleconferencing.

GENERAL FUND - City Administration

HUMAN RESOURCES DIVISION

The Human Resources Division is responsible for providing occupational safety and health, policy development and services in workforce planning, recruitment, retention, benefit administration, compensation/payroll, labour relations, employee development/training to the City's approximately 250 permanent and casual employees. employment contract interpretation and negotiations,

	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Employee Development	245	341	346	367	392	354	
Employee Placement	161	221	226	244	261	233	
Labour Relations	131	181	185	196	207	188	
Occupational Health & Safety	138	195	201	213	226	203	
Payroll & Benefits Administration	263	364	367	395	420	381	
Rounding	1	2	(4)	(4)	(1)	1	
Total Expenditures (By Activity)	939	1,304	1,321	1,411	1,505	1,360	
Net Revenue (Expenditures)	(939)	(1,304)	(1,321)	(1,411)	(1,505)	(1,360)	
Expenditures (By Object)							
Wages & Benefits	527	680	680	717	796	643	(1)
General Services	329	510	527	582	593	604	(2)
Materials	83	114	114	112	116	113	(3)
Total Expenditures (By Object)	939	1,304	1,321	1,411	1,505	1,360	

Note:

- (1) One Safety Officer for two-year term is budgeted for 2019.
- (2) Fees and contracted costs.
- (3) Long service bonuses, professional membership fees, and boot and clothing allowances.



GENERAL FUND - Fiscal Services

Fiscal Services Budget	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Taxation	27,086	27,828	27,829	30,680	31,346	32,013	(1)
Taxes Allocated to Capital	(1,200)	-	-	(1,491)	(1,340)	(1,260)	(2)
Government Grants	-	75	75	75	75	75	
User Charges							
Power Distribution -Franchise Fee	1,048	1,020	1,020	1,030	1,040	1,050	
Tax Penalties	296	280	280	300	305	310	
Others	62	-	151	35	35	35	
Investment Income	294	150	250	350	550	450	
Total Revenue	27,586	29,353	29,605	30,979	32,011	32,673	
Expenditures (By Activity)							
Cash Management	363	212	171	202	206	210	
Valuation Allowance	283	250	250	250	250	250	
Total Expenditures	646	462	421	452	456	460	
Net Revenue (Expenditures)	26,940	28,891	29,184	30,527	31,555	32,213	
Interfund Transfers							
(To) From Water & Sewer Fund	1,183	1,213	1,213	1,243	1,274	1,306	(3)
(To) From Solid Waste Management Fund	326	334	334	342	351	360	(3)
(To) From Land Development Fund	184	189	189	193	198	203	(3)
Total Interfund Transfers	1,693	1,736	1,736	1,778	1,823	1,869	
Change in Fund Balance	28,633	30,627	30,920	32,305	33,378	34,082	
Expenditure (by Object)							
General Services	181	212	171	202	206	210	
Others (Mainly Bad Debt)	465	250	250	250	250	250	
Total Expenditures (by Object)	646	462	421	452	456	460	

Note:

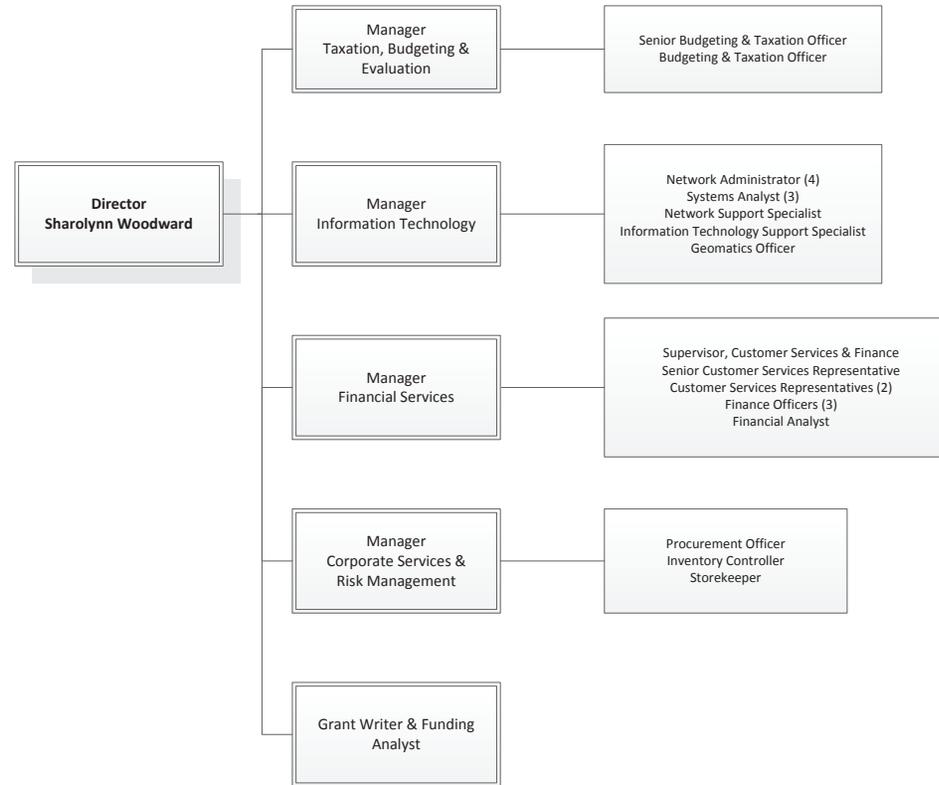
- (1) 2019 property taxes are based on 2018 assessed values. Growth in 2018 assessed values is based on a review of building permits to September 2018. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as Crown corporations. 2018 assessment growth was based on a 6.17% increase from property development. The increase in taxation is based on the assumption that the mill rate will increase by 1.44% in 2019, 0% in 2020 and 1.3% in 2021.
- (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.

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GENERAL FUND - Corporate Services

Department Staffing



Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	Note
Directorate	5.00	6.00	6.00	6.00	5.00	5.00	(1)
Taxation & Budgeting	2.00	2.00	2.00	2.00	2.00	2.00	
Financial Services	8.40	8.38	8.38	8.38	8.38	8.38	
Corporate Services & Risk Management	3.31	3.00	3.00	3.00	3.00	3.00	
Information Technology	9.00	10.00	10.00	10.00	10.00	10.00	(2)
	27.71	29.38	29.38	29.38	28.38	28.38	
Permanent	27.00	28.00	28.00	28.00	28.00	28.00	
Part-time/Casual/Term	0.71	1.38	1.38	1.38	0.38	0.38	
	27.71	29.38	29.38	29.38	28.38	28.38	

Note

- (1) A two-year term Grant Writer & Funding Analyst position was added in 2018.
- (2) One Network Administrator position was added in 2018.

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	125	125	125	125	125	125	
User Charges	784	673	713	673	673	673	
Total Revenue	909	798	838	798	798	798	
Expenditures (By Division)							
Directorate	1,074	1,168	1,076	1,152	1,072	1,094	
Taxation & Budgeting & Evaluation	345	456	457	471	463	466	
Financial Services	891	931	916	950	966	980	
Corporate Services & Risk Management	1,345	1,441	1,386	1,483	1,483	1,493	
Information Technology	2,280	2,852	2,558	2,724	2,769	2,849	
Total Expenditures (By Division)	5,935	6,848	6,393	6,780	6,753	6,882	
Net Revenue (Expenditures)	(5,026)	(6,050)	(5,555)	(5,982)	(5,955)	(6,084)	
Expenditure (by Object)							
Wages & Benefits	3,230	3,783	3,400	3,728	3,711	3,789	
General Services	635	742	718	894	870	891	
Materials	586	638	641	468	466	475	
Maintenance	705	820	820	825	841	862	
Vehicle -O&M	2	5	9	5	5	5	
Insurance	777	860	805	860	860	860	
Total Expenditures (By Object)	5,935	6,848	6,393	6,780	6,753	6,882	



GENERAL FUND - Corporate Services

Corporate Services Directorate Budget	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Financial Reporting, Analysis & Budgeting	434	472	435	465	433	442	
Labour Relations	40	43	40	43	39	40	
Long-Range Planning	121	132	121	131	121	124	
Policy Development	123	135	124	133	123	126	
Public Information/Inquiries	113	124	115	122	114	116	
Legislation & Governance	243	262	241	258	242	246	
Total Expenditures (By Activity)	1,074	1,168	1,076	1,152	1,072	1,094	
Net Revenue (Expenditures)	(1,074)	(1,168)	(1,076)	(1,152)	(1,072)	(1,094)	
Expenditures (By Object)							
Wages & Benefits	940	1,042	950	1,023	941	960	(1)
General Services	133	120	120	123	125	128	(2)
Materials	1	6	6	6	6	6	
Total Expenditures (By Object)	1,074	1,168	1,076	1,152	1,072	1,094	

Note:

- (1) 2018 and 2019 Budget allocations include a two-year term Grant Writer and Funding Analyst position.
- (2) 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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	125	125	125	125	125	125	(1)
Total Revenue	125	125	125	125	125	125	
Expenditures (by Activity)							
Budgeting	86	98	99	102	100	101	
Property Assessment & Taxes	258	357	359	369	362	365	(1)
Rounding	1	1	(1)	-	1	-	
Total Expenditures (By Activity)	345	456	457	471	463	466	
Net Revenue (Expenditures)	(220)	(331)	(332)	(346)	(338)	(341)	
Expenditures (By Object)							
Wages & Benefits	132	213	213	220	223	226	(2)
General Services	203	233	234	236	225	225	(3)
Materials	-	-	-	5	5	5	
Maintenance	10	10	10	10	10	10	
Total Expenditures (By Object)	345	456	457	471	463	466	

Note:

- (1) Funds received under the City's assessment authority agreement with the GNWT, which is in place through May 31, 2021. In 2018, The City conducts a general assessment for 2019 taxation year.
- (2) The Budgeting and Taxation Officer salary was previously included in the Financial Services budget. As of January 1, 2018, it was moved to the Taxation, Budgeting and Evaluation Budget.
- (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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	1	1	1	1	1	1	
Total Revenue	1	1	1	1	1	1	
Expenditures (by Activity)							
Installation	231	295	264	286	291	299	
Maintenance	1,356	1,650	1,478	1,607	1,635	1,683	
System Development	167	216	193	150	153	155	
Support Services	525	686	615	681	693	714	
Rounding	1	5	8	-	(3)	(2)	
Total Expenditures (By Activity)	2,280	2,852	2,558	2,724	2,769	2,849	
Net Revenue (Expenditures)	(2,279)	(2,851)	(2,557)	(2,723)	(2,768)	(2,848)	
Expenditures (By Object)							
Wages & Benefits	1,065	1,414	1,145	1,356	1,396	1,435	(1)
General Services	175	252	227	393	376	390	(2)
Materials	345	374	370	159	165	171	(3)
Maintenance	695	810	810	815	831	852	(4)
Vehicle O&M	-	2	6	1	1	1	
Total Expenditures (By Object)	2,280	2,852	2,558	2,724	2,769	2,849	

Note:

- (1) One Network Administrator position was added in 2018.
- (2) It includes Internet, network, network, security, software acquisition and renewal costs.
- (3) Communication Infrastructures and supplies.
- (4) Hardware and software maintenance.



GENERAL FUND - Corporate Services

FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the accounting, utilities, and lottery and business licensing functions, in accordance with established legislation and by-laws. The Division manages operating and capital financial transactions, treasury, investment, and corporate accounting and financial reporting functions. The Division also administers the Customer Service Centre that responds to inquiries, provides information, handle complaints and takes payments and registrations.

Financial Services Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	620	559	599	559	559	559	
Total Revenue	620	559	599	559	559	559	
Expenditures (by Activity)							
Cash Management	58	52	53	64	65	66	
Cash Receipts & Collections	138	167	165	155	158	159	
Customer Invoicing	280	264	260	222	226	230	
Financial Reporting & Analysis	93	97	94	161	163	166	
Licences & Permits	93	118	116	116	118	119	
Public Information/Inquiries	169	171	169	154	155	157	
Vendor Payments	58	60	60	81	82	83	
Rounding	2	2	(1)	(3)	(1)	-	
Total Expenditures (By Activity)	891	931	916	950	966	980	
Net Revenue (Expenditures)	(271)	(372)	(317)	(391)	(407)	(421)	
Expenditures (By Object)							
Wages & Benefits	767	795	773	799	816	829	
General Services	21	26	26	24	24	25	(1)
Materials	103	110	117	127	126	126	(2)
Total Expenditures (By Object)	891	931	916	950	966	980	

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	163	113	113	113	113	113	(1)
Total Revenue	163	113	113	113	113	113	
Expenditures (by Activity)							
Common Costs	145	159	153	164	163	164	
Customer Services	67	71	68	73	73	74	
Inventory Management	134	141	136	147	147	147	
Material Purchasing	388	417	401	428	428	432	
Risk Management	606	649	624	667	666	673	
Rounding	5	4	4	4	6	3	
Total Expenditures (By Activity)	1,345	1,441	1,386	1,483	1,483	1,493	
Net Revenue (Expenditures)	(1,182)	(1,328)	(1,273)	(1,370)	(1,370)	(1,380)	
Expenditures (By Object)							
Wages & Benefits	326	319	319	330	335	339	
General Services	103	111	111	113	115	118	(2)
Materials	137	148	148	176	169	172	(3)
Vehicle O&M	2	3	3	4	4	4	
Insurance	777	860	805	860	860	860	
Total Expenditures (By Object)	1,345	1,441	1,386	1,483	1,483	1,493	

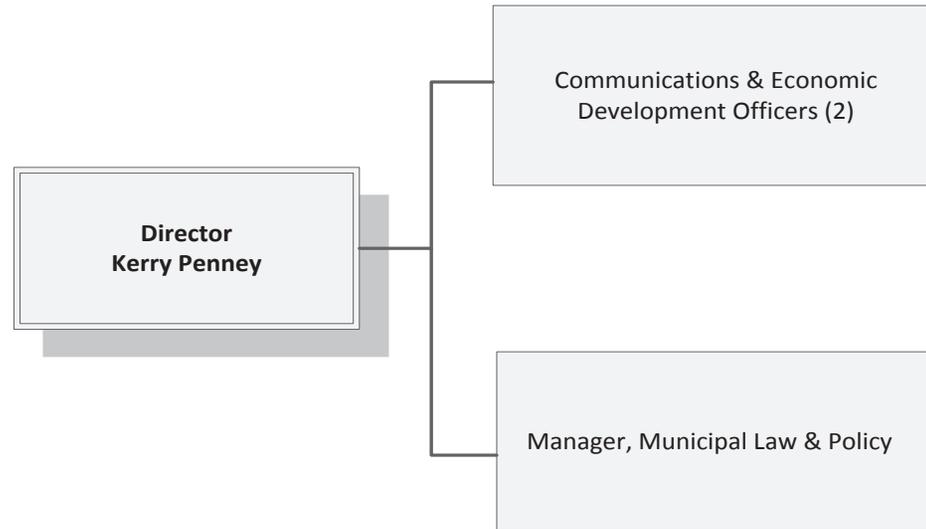
Note:

- (1) 2017 revenues reflect higher insurance claims that year.
- (2) Telephone, communications, and radio licensing.
- (3) Printer supplies, office equipment & overhead.



GENERAL FUND - Policy, Communications & Economic Development

Department Staffing



Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget
Directorate	4.00	4.00	4.00	4.00	4.00	4.00
	4.00	4.00	4.00	4.00	4.00	4.00

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

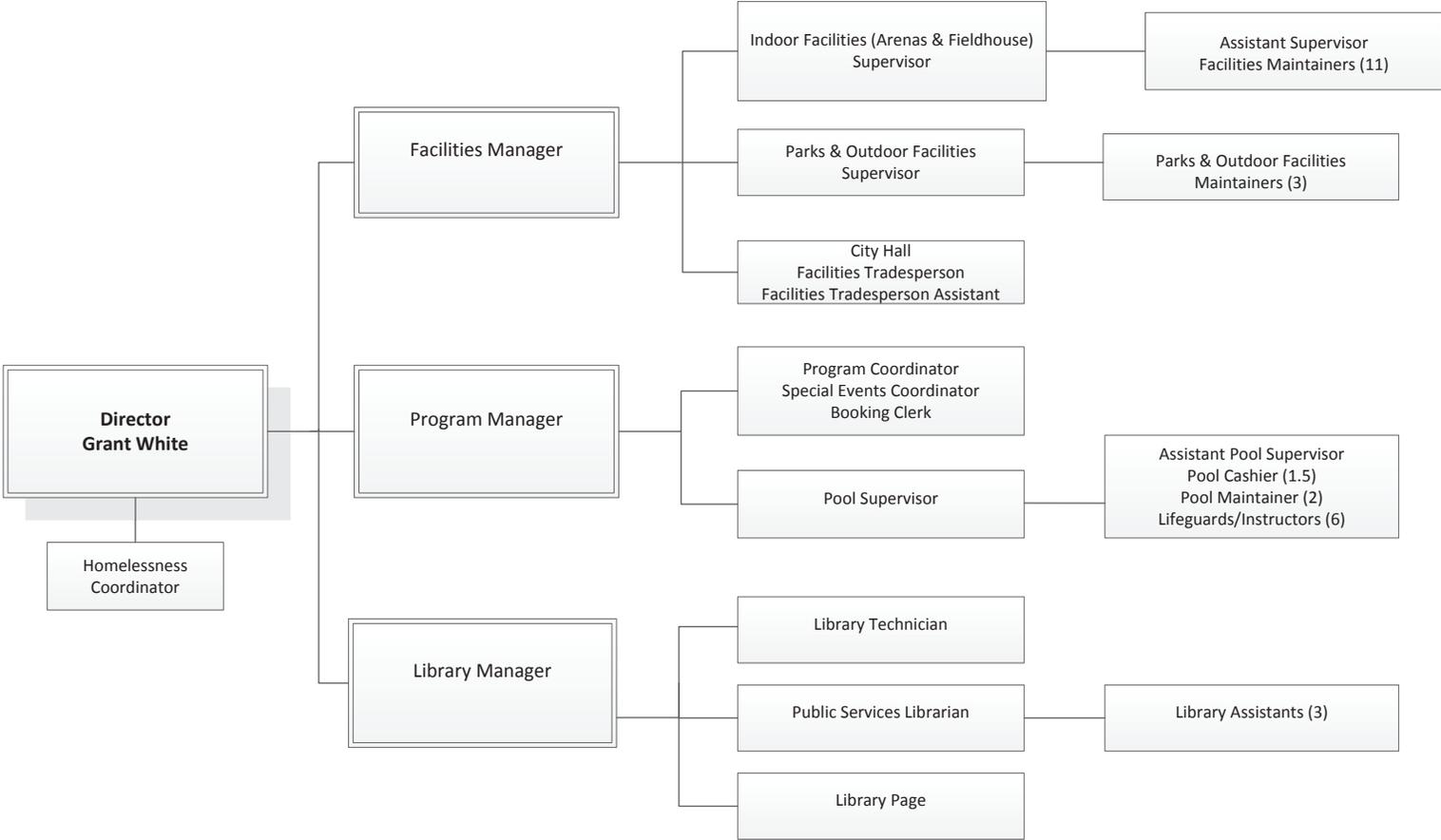
Policy, Communications & Economic Development Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	55	50	236	50	50	50	(1)
User Charges	10	-	11	-	-	-	(2)
Total Revenue	65	50	247	50	50	50	
Expenditures (by Activity)							
Communications	414	413	556	525	511	522	
Economic Development	414	413	556	525	511	522	
Rounding	-	1	1	(1)	(1)	2	
Total Expenditures (By Activity)	828	827	1,113	1,049	1,021	1,046	
Net Revenue (Expenditures)	(763)	(777)	(866)	(999)	(971)	(996)	
Expenditures (By Object)							
Wages & Benefits	420	444	604	608	623	638	(3)
General Services	405	378	504	436	393	403	(4)
Materials	3	5	5	5	5	5	
Total Expenditures (By Object)	828	827	1,113	1,049	1,021	1,046	

Note:

- (1) Between November 2017 and September 2018, the City received \$181,000 from the GNWT towards the operations of the Visitors' Services Centre.
- (2) Win your Space sponsorships.
- (3) The Manager, Municipal Law & Policy salary was previously included in Administration budget; as of January 2018 it was moved to the Policy, Communications and Economic Development.
- (4) Public relations, communications, and tourism; the 2019 allocation includes \$50,000 to renew the City's Economic Development Strategy.



Department Staffing



GENERAL FUND - Community Services

Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	Note
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	(1)
Arenas	8.96	9.49	9.49	9.43	9.43	9.43	(2)
Fieldhouse	4.85	4.28	4.28	5.37	5.37	5.37	(3)
City Hall	0.23	1.23	1.23	2.00	2.00	2.00	(2) & (2a)
Parks	12.46	13.09	13.09	13.09	13.09	13.09	
Programs	6.48	6.83	6.83	8.21	8.21	8.21	
Pool	13.45	14.45	14.45	14.79	14.79	14.79	(2) & (4)
Library	7.25	7.26	7.26	8.26	8.26	8.26	(5)
Curling Club	0.07	0.07	0.07	0.00	0.00	0.00	(2)
Wildcat Café	0.03	0.03	0.03	0.00	0.00	0.00	(2)
	58.78	61.73	61.73	66.15	66.15	66.15	
Permanent	40.88	42.88	42.88	44.04	44.04	44.04	
Part-time/Casual	17.90	18.85	18.85	22.11	22.11	22.11	
	58.78	61.73	61.73	66.15	66.15	66.15	

Note

- (1) Includes the Homelessness Coordinator position.
- (2) Starting from 2019, the Facilities Tradeperson's time will be reported under City Hall instead of allocated to different facilities.
- (2a) The Facility Tradeperson Assistant position was approved in 2017 but it was not filled until 2018.
- (3) 1.1 Person-Year for Climbing Wall Assistants are proposed for 2019.
- (4) One Lifeguard position was added in 2018.
- (5) One Library Assistant position is proposed for 2019.



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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	355	396	395	253	133	133	
User Charges	2,251	2,337	2,313	2,460	2,522	2,593	(1)
Total Revenue	2,606	2,733	2,708	2,713	2,655	2,726	
Expenditures (By Division)							
Directorate	1,063	1,388	1,473	1,407	1,446	1,477	
Arenas	2,161	2,377	2,352	2,130	2,151	2,179	
Fieldhouse	736	777	833	781	794	802	
Yellowknife Curling Club	130	166	131	129	129	130	
Parks	1,242	1,324	1,334	1,345	1,414	1,392	
Library	1,102	1,156	1,162	1,265	1,298	1,336	
Pool	1,620	1,718	1,772	1,881	1,924	1,965	
Recreation	912	707	725	825	844	859	
Wildcat Cafe	26	20	23	18	18	19	
City Hall	417	356	456	591	577	591	
Total Expenditures (By Division)	9,409	9,989	10,261	10,372	10,595	10,750	
Net Revenue (Expenditures)	(6,803)	(7,256)	(7,553)	(7,659)	(7,940)	(8,024)	
Expenditure (by Object)							
Wages & Benefits	5,297	5,576	5,630	6,026	6,159	6,289	(2)
General Services	1,193	1,367	1,479	1,418	1,511	1,500	
Materials	472	392	443	451	455	461	
Maintenance	734	749	857	771	758	781	
Utility -Fuel	476	591	598	466	476	483	
Utility -Power	1,160	1,242	1,182	1,159	1,153	1,153	
Vehicle -O&M	77	72	72	81	83	83	
Total Expenditures (By Object)	9,409	9,989	10,261	10,372	10,595	10,750	

Note:

- (1) Estimated revenue is based on a 3% increase in user fees.
- (2) One Lifeguard position was added in 2018 and one Library Assistant position is proposed for 2019.



GENERAL FUND - Community Services

Community Services Directorate Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	-	256	256	120	-	-	(1)
User Charges	29	18	8	25	25	25	(2)
Total Revenue	29	274	264	145	25	25	
Expenditures (by Activity)							
Facility Operations	131	123	135	124	127	129	
Legislation & Governance	265	252	275	260	256	262	
Library Services	131	123	135	124	127	129	
Program Delivery	190	178	195	181	186	189	
Public Information/Inquiries	217	202	223	205	211	215	
Street Outreach	79	360	360	360	382	393	(1)
Homeless Day Shelter	50	50	50	50	50	50	(3)
Homelessness Employment Program	-	100	100	103	107	110	(3)
Total Expenditures (By Activity)	1,063	1,388	1,473	1,407	1,446	1,477	
Net Revenue (Expenditures)	(1,034)	(1,114)	(1,209)	(1,262)	(1,421)	(1,452)	
Expenditures (By Object)							
Wages & Benefits	762	740	725	751	764	779	
General Services	285	634	734	640	666	682	(4)
Materials	1	3	3	3	3	3	
Vehicle O&M	15	11	11	13	13	13	
Total Expenditures (By Object)	1,063	1,388	1,473	1,407	1,446	1,477	

Note:

- (1) To fund the Street Outreach Program.
- (2) Recreation Guide advertising revenues and sponsorship.
- (3) To be funded by Downtown Development Reserve.
- (4) Brochures, Sidedoor Youth Centre subsidy, Spring Clean-Up contracted costs, Street Outreach services, and the City's contribution to the 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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	824	849	837	829	850	876	
Total Revenue	824	849	837	829	850	876	
Expenditures (by Activity)							
Arena Maintenance	1,019	1,119	1,105	999	1,010	1,025	
Ice Maintenance	433	477	470	424	428	433	
Plant & Equipment Maintenance	714	786	777	702	709	718	
Rounding	(5)	(5)	-	5	4	3	
Total Expenditures (By Activity)	2,161	2,377	2,352	2,130	2,151	2,179	
Net Revenue (Expenditures)	(1,337)	(1,528)	(1,515)	(1,301)	(1,301)	(1,303)	
Expenditures (By Object)							
Wages & Benefits	973	1,082	1,055	983	1,000	1,015	(1)
General Services	24	26	25	27	27	27	
Materials	3	5	5	5	5	5	
Maintenance	233	251	263	256	259	269	
Utility -Fuel	283	315	344	217	223	226	
Utility -Power	645	698	660	642	637	637	
Total Expenditures (By Object)	2,161	2,377	2,352	2,130	2,151	2,179	

Note:

(1) Starting in 2019, there will be cost reallocation between Arenas and Fieldhouse.



GENERAL FUND - Community Services

Yellowknife Curling Club Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
YK Curling Club	130	166	131	129	129	130	
Total Expenditures (By Activity)	130	166	131	129	129	130	
Net Revenue (Expenditures)	(130)	(166)	(131)	(129)	(129)	(130)	
Expenditures (By Object)							
Wages & Benefits	10	8	10	-	-	-	(1)
General Services	8	6	6	6	6	6	
Maintenance	32	35	33	37	37	38	
Utility -Fuel	5	19	6	14	14	14	
Utility -Power	75	98	76	72	72	72	
Total Expenditures (By Object)	130	166	131	129	129	130	

Note:

(1) As of January 2019, Facilities Tradesperson's salaries will be included in the City Hall budget.

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	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	-	-	11	-	-	-	(1)
User Charges	60	45	50	52	52	54	
Total Revenue	60	45	61	52	52	54	
Expenditures (by Activity)							
Cemetery Maintenance	101	105	107	106	113	112	
Janitorial	10	11	12	11	12	11	
Litter Collection	149	159	161	161	169	166	
Parks Maintenance	210	225	226	229	241	237	
Plant & Equipment Maintenance	125	132	134	135	141	140	
Snow Removal	94	97	99	99	104	102	
Special Events	87	92	93	93	97	96	
Sports Field Maintenance	156	166	167	167	176	174	
Turf Maintenance	310	332	336	338	354	349	
Rounding	-	5	(1)	6	7	5	
Total Expenditures (By Activity)	1,242	1,324	1,334	1,345	1,414	1,392	
Net Revenue (Expenditures)	(1,182)	(1,279)	(1,273)	(1,293)	(1,362)	(1,338)	
Expenditures (By Object)							
Wages & Benefits	810	937	925	949	966	983	
General Services	126	126	126	128	175	133	
Materials	193	153	173	157	160	163	
Maintenance	9	4	6	4	4	4	
Utility -Fuel	10	11	11	11	11	11	
Utility -Power	33	32	32	29	29	29	
Vehicle O&M	61	61	61	67	69	69	
Total Expenditures (By Object)	1,242	1,324	1,334	1,345	1,414	1,392	

Note:

(1) In 2018, the City received Green Job Initiative Funding.

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.

Fieldhouse Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	356	345	345	431	441	452	(1)
Total Revenue	356	345	345	431	441	452	
Expenditures (by Activity)							
Fieldhouse	736	777	833	781	794	802	
Total Expenditures (By Activity)	736	777	833	781	794	802	
Net Revenue (Expenditures)	(380)	(432)	(488)	(350)	(353)	(350)	
Expenditures (By Object)							
Wages & Benefits	471	443	505	484	495	500	(2) & (3)
General Services	4	2	2	2	2	2	
Materials	-	4	16	28	28	28	
Maintenance	64	97	89	78	80	82	
Utility -Fuel	39	62	52	36	37	38	
Utility -Power	158	169	169	153	152	152	
Total Expenditures (By Object)	736	777	833	781	794	802	

Note:

- (1) The increase is largely due to revenues generated by the Climbing Wall.
- (2) Starting in 2019, there will be 1.1 Person-Year Climbing Program Assistant.
- (3) Starting in 2019, there will be cost reallocation between Arenas and Fieldhouse.



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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	1	-	-	1	1	1	
User Charges	515	535	544	556	573	591	
Total Revenue	516	535	544	557	574	592	
Expenditures (by Activity)							
Guarding	464	492	507	538	550	564	
Instruction	332	350	362	386	394	403	
Operations & Maintenance	826	874	901	957	978	999	
Rounding	(2)	2	2	-	2	(1)	
Total Expenditures (By Activity)	1,620	1,718	1,772	1,881	1,924	1,965	
Net Revenue (Expenditures)	(1,104)	(1,183)	(1,228)	(1,324)	(1,350)	(1,373)	
Expenditures (By Object)							
Wages & Benefits	1,171	1,228	1,265	1,355	1,391	1,426	(1)
General Services	34	29	25	50	50	50	
Materials	127	117	126	122	125	127	
Maintenance	65	90	104	92	94	96	
Utility -Fuel	79	112	110	117	119	121	
Utility -Power	143	142	142	144	144	144	
Vehicle O&M	1	-	-	1	1	1	
Total Expenditures (By Object)	1,620	1,718	1,772	1,881	1,924	1,965	

Note:

(1) One Lifeguard position was added in 2018.

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	226	31	17	21	21	21	(1)
User Charges	414	486	470	510	524	538	
Total Revenue	640	517	487	531	545	559	
Expenditures (by Activity)							
Celebrations	213	165	170	196	199	207	
Indoor Programs	439	338	347	393	402	411	
Outdoor Programs	259	201	206	235	241	245	
Rounding	1	3	2	1	2	(4)	
Total Expenditures (By Activity)	912	707	725	825	844	859	
Net Revenue (Expenditures)	(272)	(190)	(238)	(294)	(299)	(300)	
Expenditures (By Object)							
Wages & Benefits	508	532	524	621	631	642	
General Services	295	105	122	108	120	123	(2)
Materials	109	70	79	96	93	94	(3)
Total Expenditures (By Object)	912	707	725	825	844	859	

Note:

- (1) In 2017, the City received federal funding for Canada 150 celebrations.
- (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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	128	109	111	111	111	111	
User Charges	20	21	21	21	21	21	
Total Revenue	148	130	132	132	132	132	
Expenditures (by Activity)							
Building	97	104	104	113	116	119	
Cataloguing	166	178	178	195	200	205	
Circulation	300	312	315	343	351	363	
Collection Development	72	76	77	84	85	89	
Inter-Library Loans	117	123	123	136	139	143	
Internet	54	56	57	62	63	65	
Program Delivery	96	102	101	110	113	116	
Reference	195	203	203	223	231	236	
Rounding	5	2	4	(1)	-	-	
Total Expenditures (By Activity)	1,102	1,156	1,162	1,265	1,298	1,336	
Net Revenue (Expenditures)	(954)	(1,026)	(1,030)	(1,133)	(1,166)	(1,204)	
Expenditures (By Object)							
Wages & Benefits	557	577	582	665	688	712	(1)
General Services	331	365	365	381	387	397	(2)
Materials	38	33	34	33	34	34	
Maintenance	176	181	181	186	189	193	(3)
Total Expenditures (By Object)	1,102	1,156	1,162	1,265	1,298	1,336	

Note:

- (1) One Library Assistant is proposed for 2019.
- (2) Condominium fees and Janitorial Services.
- (3) Building repairs and maintenance costs and collection maintenance costs.



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	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	26	26	26	26	26	26	
Total Revenue	26	26	26	26	26	26	
Expenditures (by Activity)							
City Hall	417	356	456	591	577	591	
Total Expenditures (By Activity)	417	356	456	591	577	591	
Net Revenue (Expenditures)	(391)	(330)	(430)	(565)	(551)	(565)	
Expenditures (By Object)							
Wages & Benefits	31	26	35	218	224	232	(1)
General Services	76	71	71	73	75	77	(2)
Materials	1	6	6	6	6	6	
Maintenance	151	88	176	114	91	94	(3)
Utility -Fuel	53	64	67	63	64	65	
Utility -Power	105	101	101	117	117	117	
Total Expenditures (By Object)	417	356	456	591	577	591	

Note:

- (1) Effective January 1, 2019 both Facilities Tradespersons positions will be allocated to City Hall instead of distributed among different facilities.
- (2) Janitorial contracted costs and supplies.
- (3) 2018 Maintenance costs are higher than budgeted due to unforeseen costs to repair water damage.

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.

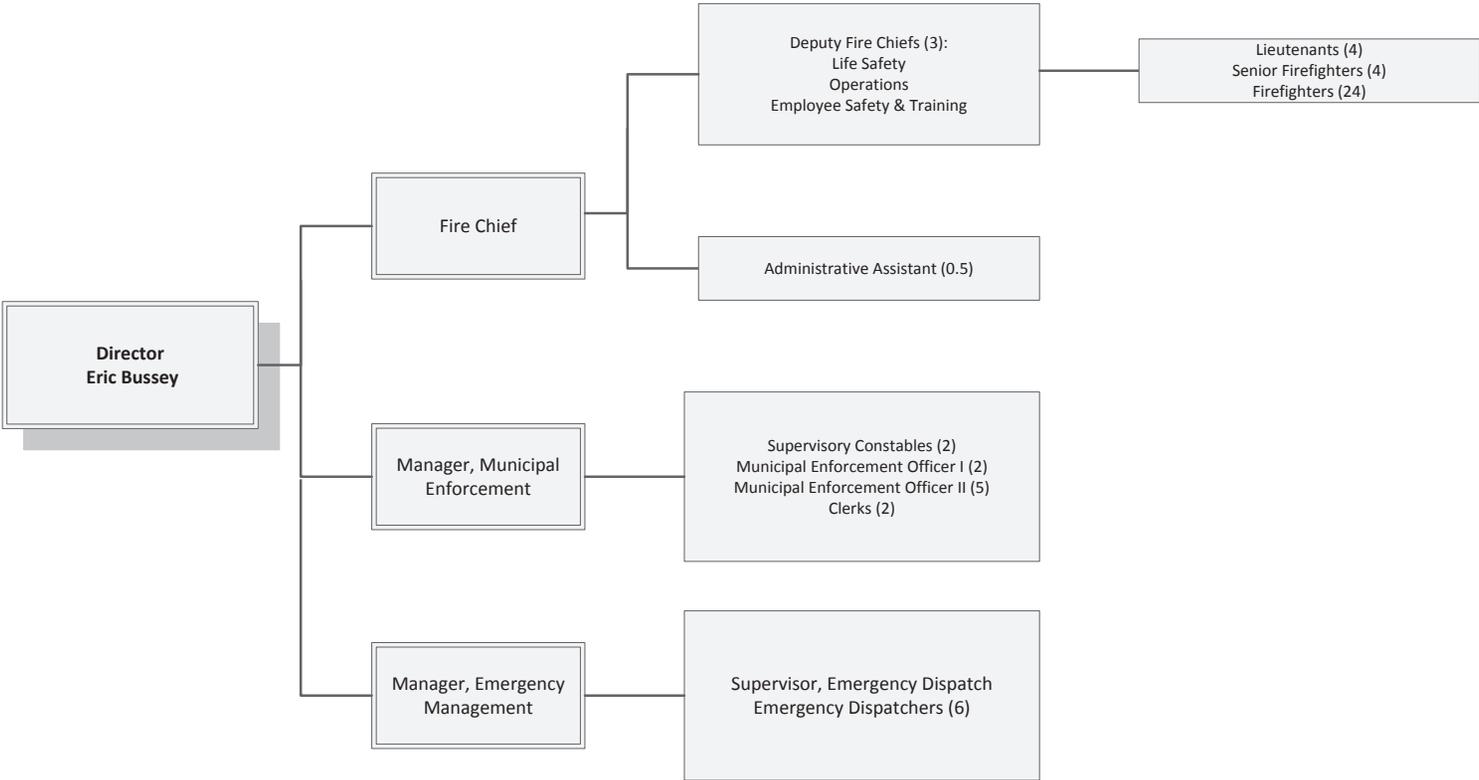
Wildcat Café Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	7	12	12	10	10	10	
Total Revenue	7	12	12	10	10	10	
Expenditures (by Activity)							
Wildcat	26	20	23	18	18	19	
Total Expenditures (By Activity)	26	20	23	18	18	19	
Net Revenue (Expenditures)	(19)	(8)	(11)	(8)	(8)	(9)	
Expenditures (By Object)							
Wages & Benefits	4	3	4	-	-	-	(1)
General Services	10	3	3	3	3	3	
Materials	-	1	1	1	1	1	
Maintenance	4	3	5	4	4	5	
Utility -Fuel	7	8	8	8	8	8	
Utility -Power	1	2	2	2	2	2	
Total Expenditures (By Object)	26	20	23	18	18	19	

Note:

(1) As of January 2019, Facilities Tradesperson's salaries will be included in the City Hall budget.



Department Staffing



GENERAL FUND - Public Safety

Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	Note
Directorate	3.00	3.00	4.00	4.00	4.00	4.00	(1)
Fire & Ambulance	38.08	42.58	35.58	35.50	36.00	36.00	(2) & (3) & (4)
Municipal Enforcement	12.00	12.00	11.00	11.00	11.00	11.00	
Emergency Management	0.00	0.00	7.00	7.00	7.00	7.00	(4)
	53.08	57.58	57.58	57.50	58.00	58.00	
Permanent	53.08	57.58	57.58	57.50	58.00	58.00	
	53.08	57.58	57.58	57.50	58.00	58.00	

Note

- (1) As of October 15, 2018, the Manager of Emergency Management position has been moved to the Directorate.
- (2) Starting from October 2018, four additional firefighters were added. In 2018, the 0.5 Person-Year for Administrative Assistant has been reported under Fire & Ambulance Division instead of under City Clerk. Starting in 2020, it is proposed that the the Administrative Assistant become a full-time position.
- (3) In 2017 and 2018, Facility Tradesperson accounted for 0.08 Person-Year but starting in 2019, this position will be reported under City Hall.
- (4) All emergency dispatcher positions were previously reported under Fire & Ambulance. As of October 15, 2018, they have been moved to Emergency Management.



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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	3	-	3	-	-	-	
User Charges	2,714	3,104	3,084	3,269	3,540	3,610	
Total Revenue	2,717	3,104	3,087	3,269	3,540	3,610	
Expenditures (By Division)							
Directorate	576	565	541	802	874	896	
Fire & Ambulance	5,030	5,553	5,549	5,400	5,643	5,916	
Municipal Enforcement	1,417	1,515	1,500	1,404	1,450	1,496	
Emergency Management	-	-	-	730	765	799	(1)
Total Expenditures (By Division)	7,023	7,633	7,590	8,336	8,732	9,107	
Net Revenue (Expenditures)	(4,306)	(4,529)	(4,503)	(5,067)	(5,192)	(5,497)	
Expenditure (by Object)							
Wages & Benefits	6,292	6,784	6,745	7,345	7,712	8,037	
General Services	155	203	199	177	178	180	
Materials	302	345	343	502	528	572	
Maintenance	26	43	43	43	43	43	
Utility -Fuel	43	49	50	52	53	54	
Utility -Power	65	66	67	69	69	69	
Vehicle -O&M	140	143	143	148	149	152	
Total Expenditures (By Object)	7,023	7,633	7,590	8,336	8,732	9,107	

Note:

(1) As of October 15, 2018, the Emergency Management Division was added.

GENERAL FUND - Public Safety

Public Safety Directorate Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Emergency Management	109	102	97	144	157	161	
Planning	114	96	92	136	149	153	
Program Delivery	114	124	119	176	192	197	
Public Information/Inquiries	109	107	103	152	166	171	
Legislation & Governance	130	136	130	194	210	214	
Total Expenditures (By Activity)	576	565	541	802	874	896	
Net Revenue (Expenditures)	(576)	(565)	(541)	(802)	(874)	(896)	
Expenditures (By Object)							
Wages & Benefits	572	559	535	696	718	740	(1)
Materials	4	6	6	106	156	156	(2)
Total Expenditures (By Object)	576	565	541	802	874	896	

Note:

- (1) Starting in 2019, Manager, Emergency Management salaries are included in the budget.
- (2) This includes \$100,000 for wildland fire mitigation efforts, beginning in 2019.



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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	3	-	3	-	-	-	(1)
User Charges	1,414	1,524	1,487	1,454	1,454	1,454	
Total Revenue	1,417	1,524	1,490	1,454	1,454	1,454	
Expenditures (by Activity)							
Court Duties	125	134	134	125	129	133	
Dog Control	275	295	292	272	280	291	
Licences & Permits	196	211	208	193	200	207	
Parking Enforcement	235	251	249	233	240	249	
Public Information/Inquiries	72	78	78	72	75	78	
Traffic Enforcement	511	547	542	506	525	541	
Rounding	3	(1)	(3)	3	1	(3)	
Total Expenditures (By Activity)	1,417	1,515	1,500	1,404	1,450	1,496	
Net Revenue (Expenditures)	-	9	(10)	50	4	(42)	
Expenditures (By Object)							
Wages & Benefits	1,219	1,278	1,265	1,190	1,234	1,277	
General Services	68	96	92	69	69	69	(2)
Materials	76	86	86	86	88	89	(3)
Utility -Fuel	6	6	7	6	6	6	
Utility -Power	6	5	6	7	7	7	
Vehicle O&M	42	44	44	46	46	48	
Total Expenditures (By Object)	1,417	1,515	1,500	1,404	1,450	1,496	

Note:

- (1) Bike rodeo donations.
- (2) Dog pound contracted costs and towing charges.
- (3) Uniforms, materials, and parking meter maintenance.



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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	1,300	1,580	1,597	1,815	2,086	2,156	(1)
Total Revenue	1,300	1,580	1,597	1,815	2,086	2,156	
Expenditures (by Activity)							
Command & Control	1,406	1,560	1,557	1,517	1,585	1,661	
Emergency Response	1,465	1,595	1,611	1,549	1,618	1,700	
Inspections	32	58	39	60	61	61	
Preventative Maintenance	996	1,085	1,096	1,052	1,102	1,157	
Prevention/Life Safety	185	215	209	209	218	229	
Training	945	1,040	1,039	1,013	1,058	1,110	
Rounding	1	-	(2)	-	1	(2)	
Total Expenditures (By Activity)	5,030	5,553	5,549	5,400	5,643	5,916	
Net Revenue (Expenditures)	(3,730)	(3,973)	(3,952)	(3,585)	(3,557)	(3,760)	
Expenditures (By Object)							
Wages & Benefits	4,501	4,947	4,945	4,729	4,995	5,221	(2)
General Services	87	107	107	108	109	111	(3)
Materials	222	253	251	310	284	327	(4)
Maintenance	26	43	43	43	43	43	
Utility -Fuel	37	43	43	46	47	48	
Utility -Power	59	61	61	62	62	62	
Vehicle O&M	98	99	99	102	103	104	
Total Expenditures (By Object)	5,030	5,553	5,549	5,400	5,643	5,916	

Note:

- (1) Revenues are expected to increase due to higher medivac fees.
- (2) Four additional firefighters were added in October 2018. Emergency Dispatchers positions were previously included in Fire & Ambulance; as of October 15, 2018, they are reported under the Emergency Management.
- (3) Telephone, radio communications and medical director costs.
- (4) Medical materials and supplies, protective gear and uniforms. The 2019 Budget allocation includes \$55,000 for safety equipment.



EMERGENCY MANAGEMENT DIVISION

The Emergency Management Division is responsible for maintaining the City's emergency management and business continuity programs. This responsibility includes coordination of operations in a City response to any emergencies or disruptions in services which may compromise the City's ability to function, impact municipal facilities or infrastructure, or threaten any part of the community. The division is also responsible for managing the Public Safety communications centre.

The division is comprised of:

- a manager who oversees the division's work, budget and policies
- a communications centre supervisor who oversees the day-to-day work of the Public Safety communications centre
- six emergency dispatchers who maintain 24/7 operations of the communications centre in dispatching City emergency services including fire & ambulance, municipal enforcement and public works

GENERAL FUND - Public Safety

Emergency Management Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Command & Control	-	-	-	109	114	123	
Emergency Preparedness	-	-	-	36	38	41	
Emergency Response	-	-	-	584	613	658	
Rounding	-	-	-	1	-	-	
Total Expenditures (By Activity)	-	-	-	730	765	822	
Net Revenue (Expenditures)	-	-	-	(730)	(765)	(822)	
Expenditures (By Object)							
Wages & Benefits	-	-	-	730	765	822	(1)
Total Expenditures (By Object)	-	-	-	730	765	822	

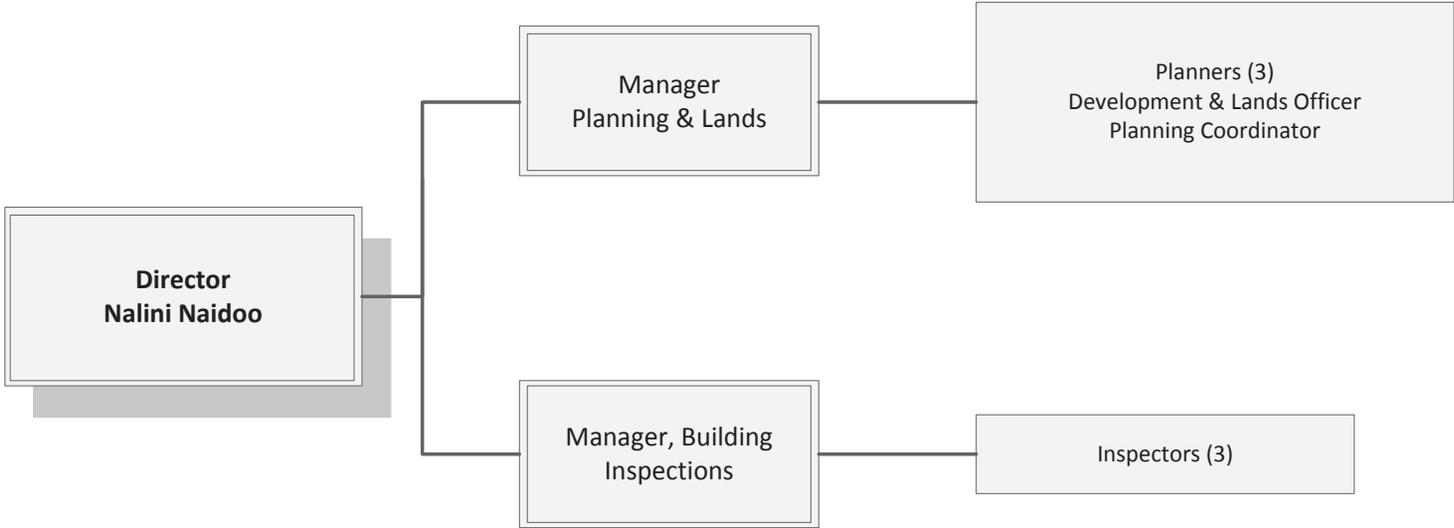
Note:

(1) Emergency Dispatchers positions were included in Fire & Emergency Division; as of October 15, 2018, they are reported under Emergency Management Division.



GENERAL FUND - Planning & Development

Department Staffing



Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	
Building Inspections	3.00	3.00	3.00	3.00	3.00	3.00	
Planning & Lands	5.00	5.00	5.00	5.00	5.00	6.00	(1)
	11.00	11.00	11.00	11.00	11.00	12.00	
Permanent	11.00	11.00	11.00	11.00	11.00	12.00	
	11.00	11.00	11.00	11.00	11.00	12.00	

Note

(1) One Planner position is proposed for 2021.

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	3	-	-	-	-	-	
User Charges	394	772	400	601	601	601	
Total Revenue	397	772	400	601	601	601	
Expenditures (By Division)							
Directorate	456	639	539	629	566	579	
Planning & Lands	577	689	659	789	813	948	
Building Inspections	335	350	353	371	376	382	
Total Expenditures (By Division)	1,368	1,678	1,551	1,789	1,755	1,909	
Net Revenue (Expenditures)	(971)	(906)	(1,151)	(1,188)	(1,154)	(1,308)	
Expenditure (by Object)							
Wages & Benefits	1,303	1,459	1,342	1,466	1,506	1,658	(1)
General Services	20	154	168	255	181	182	(2)
Materials	34	64	40	66	66	67	(3)
Vehicle -O&M	2	1	1	2	2	2	
Total Expenditures (By Object)	1,359	1,678	1,551	1,789	1,755	1,909	

Note:

- (1) One Planner position is proposed for 2021.
- (2) The 2019 allocation includes \$50,000 for the Zoning By-law Review, and \$50,000 for the City's annual contribution to the Capital Area Committee operations. The latter will be conditional on matching funds from Capital Area Committee.
- (3) Heritage Committee expenses and office overhead.



GENERAL FUND - Planning & Development

Planning & Development Directorate	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Long-Range Planning	137	190	160	187	169	173	
Policy Development	137	190	160	187	169	173	
Public Information/Inquiries	91	128	108	126	114	116	
Legislation & Governance	91	131	111	129	114	117	
Total Expenditures (By Activity)	456	639	539	629	566	579	
Net Revenue (Expenditures)	(456)	(639)	(539)	(629)	(566)	(579)	
Expenditures (By Object)							
Wages & Benefits	450	550	450	540	552	565	
General Services	6	89	89	89	14	14	(1)
Total Expenditures (By Object)	456	639	539	629	566	579	

Note:

(1) The 2018 and 2019 allocations include \$75,000 each year for implementation of the Operational Review recommendations.

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	3	-	-	-	-	-	
User Charges	47	60	38	60	60	60	
Total Revenue	50	60	38	60	60	60	
Expenditures (by Activity)							
Development Approval Process	115	138	132	158	163	190	
Heritage Committee	35	38	36	44	46	54	
Land Administration	196	237	226	271	279	325	
Land Use Planning	201	242	231	277	285	333	
Legislation & Governance	30	34	34	39	40	46	
Total Expenditures (By Activity)	577	689	659	789	813	948	
Net Revenue (Expenditures)	(527)	(629)	(621)	(729)	(753)	(888)	
Expenditures (By Object)							
Wages & Benefits	527	571	551	568	591	724	(1)
General Services	10	59	73	160	161	162	(2)
Materials	30	59	35	60	60	61	(3)
Vehicle O&M	1	-	-	1	1	1	
Others	9	-	-	-	-	-	
Total Expenditures (By Object)	577	689	659	789	813	948	

Note:

- (1) One Planner position is proposed for 2021.
- (2) The 2019 allocation includes \$50,000 for the Zoning By-law Review, and \$50,000 for the City's annual contribution to the Capital Area Committee operations. The latter will be conditional on matching funds from Capital Area Committee.
- (3) Heritage Committee expenses and office overhead.

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 the City's building inspectors to ensure the safety and standards of all new construction in Yellowknife.

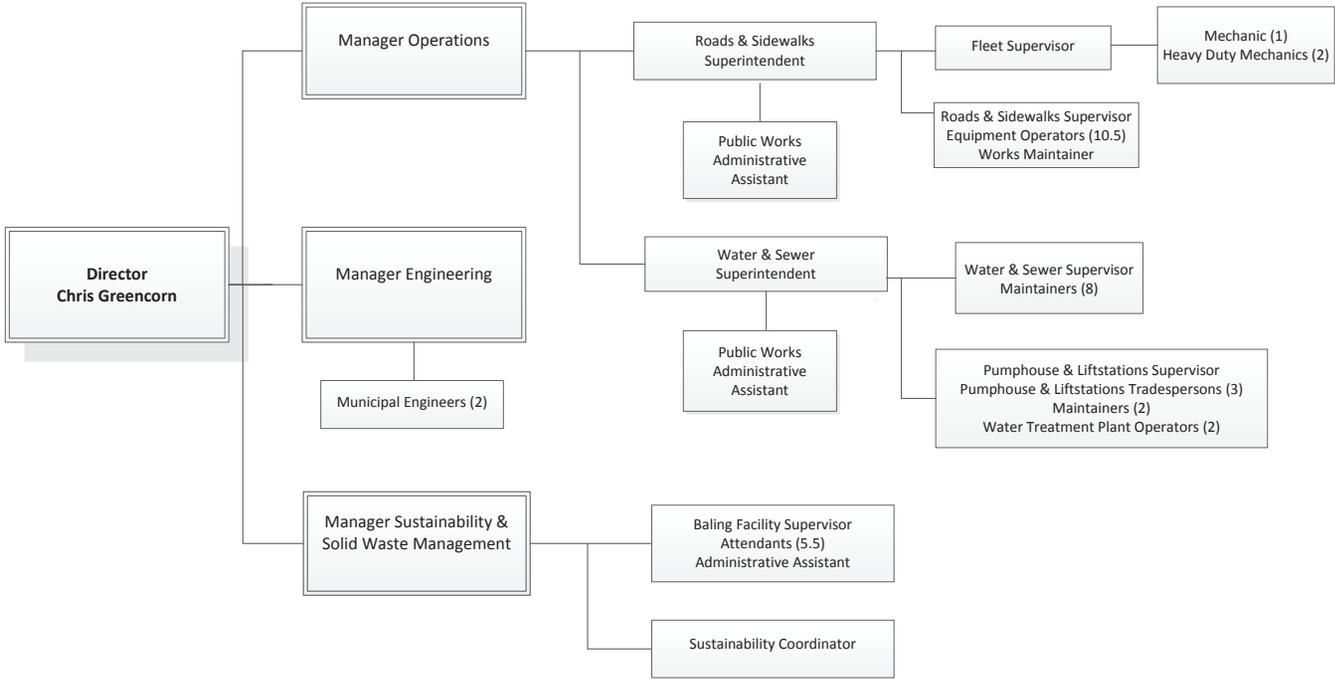
The main services provided by the Building Inspections Division are the issuance of permits and compliance through review, inspections, and enforcement. The division reviews applications to ensure that projects are designed and built in accordance with Building By-law No. 4469, and other applicable standards and regulations.

Building Inspections Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	347	712	362	541	541	541	
Total Revenue	347	712	362	541	541	541	
Expenditures (by Activity)							
Complaints & Investigations	51	53	53	37	38	38	
Inspections	117	122	123	130	132	134	
Permit Follow-ups	51	53	53	73	74	76	
Permit Issuance	100	105	106	93	94	95	
Public Information/Inquiries	16	17	17	37	38	38	
Rounding	-	-	1	1	-	1	
Total Expenditures (By Activity)	335	350	353	371	376	382	
Net Revenue (Expenditures)	12	362	9	170	165	159	
Expenditures (By Object)							
Wages & Benefits	326	338	341	358	363	369	
General Services	4	6	6	6	6	6	
Materials	4	5	5	6	6	6	
Vehicle O&M	1	1	1	1	1	1	
Total Expenditures (By Object)	335	350	353	371	376	382	



GENERAL FUND - Public Works & Engineering

Department Staffing



Staffing Summary

Staffing Summary	2017 Actual	2018 Budget	2018 Forecast	2019 Budget	2020 Budget	2021 Budget	Note
Directorate	6.00	6.00	6.00	6.00	6.00	6.00	
City Garage	4.31	4.30	4.30	4.46	4.46	4.46	
Roads & Sidewalks	15.81	15.81	15.81	15.81	16.81	17.81	(1)
Solid Waste Management	8.26	8.26	8.26	9.18	9.18	9.18	(2) & (3)
Water and Sewer	20.25	20.25	20.25	20.93	21.93	22.93	(4)
	54.63	54.62	54.62	56.38	58.38	60.38	
Permanent	51.08	51.08	51.08	53.00	55.00	57.00	
Part-time/Casual	3.55	3.54	3.54	3.38	3.38	3.38	
	54.63	54.62	54.62	56.38	58.38	60.38	

Note

- (1) One Works Maintainer position is proposed for each of 2020 and 2021.
- (2) In 2017 and 2018, the Facility Tradesperson accounted for 0.08 Person-Year but starting in 2019, this position will be reported under City Hall.
- (3) An additional Sustainability Projects Coordinator position is proposed for 2019.
- (4) One three-year term Municipal Engineer position is proposed for 2019. One Maintainer position is proposed for each of 2020 and 2021.

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 & Engineering Budget	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	4	-	15	-	-	-	
User Charges	586	435	532	430	430	430	
Total Revenue	590	435	547	430	430	430	
Expenditures (By Division)							
Directorate	894	856	911	855	884	913	
City Garage (Fleet Management)	863	817	821	828	838	848	
Public Transit	1,585	1,658	1,662	1,734	1,787	1,830	
Roads & Sidewalks	4,115	3,788	3,742	4,054	4,218	4,422	
Total Expenditures (By Division)	7,457	7,119	7,136	7,471	7,727	8,013	
Net Revenue (Expenditures)	(6,867)	(6,684)	(6,589)	(7,041)	(7,297)	(7,583)	
Expenditure (by Object)							
Wages & Benefits	3,139	3,138	3,110	3,197	3,368	3,533	
General Services	2,359	2,053	2,070	2,205	2,275	2,327	
Materials	484	533	572	637	647	710	
Maintenance	8	5	5	5	5	5	
Utility -Fuel	58	64	64	69	70	71	
Utility -Power	882	925	918	906	903	903	
Vehicle -O&M	1,353	1,232	1,232	1,400	1,427	1,445	
Internal Recoveries	(826)	(831)	(835)	(948)	(968)	(981)	
Total Expenditures (By Object)	7,457	7,119	7,136	7,471	7,727	8,013	

GENERAL FUND - Public Works & Engineering

Public Works & Engineering Directorate Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Grants	4	-	15	-	-	-	(1)
Total Revenue	4	-	15	-	-	-	
Expenditures (by Activity)							
Capital Planning	125	119	128	119	123	127	
Drafting	97	93	100	92	96	99	
Project Management	133	127	136	127	131	136	
Public Transit	45	43	46	43	44	46	
Roads & Sidewalks	222	215	229	214	221	228	
Water & Sewer	177	171	182	171	177	183	
Legislation & Governance	95	88	90	89	92	94	
Total Expenditures (By Activity)	894	856	911	855	884	913	
Net Revenue (Expenditures)	(890)	(856)	(896)	(855)	(884)	(913)	
Expenditures (By Object)							
Wages & Benefits	855	820	875	817	845	873	
General Services	27	12	11	12	13	13	
Materials	10	21	22	22	22	23	
Vehicle O&M	2	3	3	4	4	4	
Total Expenditures (By Object)	894	856	911	855	884	913	

Note:

(1) Federal funding for climate and asset management network.



GENERAL FUND - Public Works & Engineering

City Garage Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Fleet Repair & Maintenance	1,262	1,229	1,237	1,327	1,351	1,368	
Garage/Yard Maintenance	359	349	352	378	385	390	
Standby Generator Maintenance	66	65	65	70	71	73	
Maintenance Costs Allocated	(826)	(831)	(835)	(948)	(968)	(981)	(1)
Rounding	2	5	2	1	(1)	(2)	
Total Expenditures (By Activity)	863	817	821	828	838	848	
Net Revenue (Expenditures)	(863)	(817)	(821)	(828)	(838)	(848)	
Expenditures (By Object)							
Wages & Benefits	493	539	518	565	572	579	
General Services	134	42	60	43	44	45	
Materials	43	44	55	45	46	47	
Utility -Fuel	58	64	64	69	70	71	
Utility -Power	53	56	56	56	55	55	
Vehicle O&M	908	903	903	998	1,019	1,032	
Internal Recoveries	(826)	(831)	(835)	(948)	(968)	(981)	(1)
Total Expenditures (By Object)	863	817	821	828	838	848	

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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	442	410	410	405	405	405	
Total Revenue	442	410	410	405	405	405	
Expenditures (by Activity)							
Transit Operations	1,585	1,658	1,662	1,734	1,787	1,830	
Total Expenditures (By Activity)	1,585	1,658	1,662	1,734	1,787	1,830	
Net Revenue (Expenditures)	(1,143)	(1,248)	(1,252)	(1,329)	(1,382)	(1,425)	
Expenditures (By Object)							
General Services	1,574	1,645	1,645	1,721	1,774	1,817	(1)
Materials	3	8	12	8	8	8	
Maintenance	8	5	5	5	5	5	
Total Expenditures (By Object)	1,585	1,658	1,662	1,734	1,787	1,830	

Note:

(1) Transit contracted costs.



GENERAL FUND - Public Works & Engineering

Roads & Sidewalks Budget	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges	144	25	122	25	25	25	(1)
Total Revenue	144	25	122	25	25	25	
Expenditures (by Activity)							
Administrative Support	93	87	84	92	95	100	
Snow & Ice Control	1,445	1,332	1,316	1,427	1,481	1,554	
Storm/Ditch Maintenance	338	314	310	337	350	366	
Street Maintenance	645	588	581	633	656	687	
Street Sweeping	263	239	237	258	267	279	
Traffic Signals/Lighting /Marking	1,327	1,222	1,207	1,308	1,363	1,428	
Rounding	4	6	7	(1)	6	8	
Total Expenditures (By Activity)	4,115	3,788	3,742	4,054	4,218	4,422	
Net Revenue (Expenditures)	(3,971)	(3,763)	(3,620)	(4,029)	(4,193)	(4,397)	
Expenditures (By Object)							
Wages & Benefits	1,791	1,779	1,717	1,815	1,951	2,081	(2)
General Services	624	354	354	429	444	452	(3)
Materials	428	460	483	562	571	632	(4)
Utility -Power	829	869	862	850	848	848	(5)
Vehicle O&M	443	326	326	398	404	409	
Total Expenditures (By Object)	4,115	3,788	3,742	4,054	4,218	4,422	

Note:

- (1) Quarry revenues.
- (2) One Works Maintainer position is proposed for each of 2020 and 2021.
- (3) Road patching and snow removal; contracted costs are expected to increase annually due to additional roads and sidewalks that need to be maintained.
- (4) Material costs are expected to increase annually due to additional roads and sidewalks that need to be maintained. The 2019 to 2021 Budget also include allocations for storm water testing required for the City's water licence.
- (5) 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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Government Grants	4	-	5	-	-	-	
User Fees							
Solid Waste Levy	1,010	979	1,030	1,087	1,126	1,165	(1)
Tipping Fees	2,408	2,149	2,149	2,210	2,274	2,339	(1)
Sales of Recyclables	127	100	30	50	50	50	
Total Revenue	3,549	3,228	3,214	3,347	3,450	3,554	
Net Revenue	3,549	3,228	3,214	3,347	3,450	3,554	
Expenditures (By Activity)							
Waste Collection	324	349	349	357	364	373	
Waste Processing	1,171	1,329	1,314	1,483	1,512	1,538	
Waste Recycling	320	411	319	431	441	449	
Site Restoration/Closure							
Annual Accrual	349	693	693	650	650	650	
Amortization	670	1,131	1,084	1,050	1,088	1,039	
Total Expenditures	2,834	3,913	3,759	3,971	4,055	4,049	
Net Revenue (Expenditures)	715	(685)	(545)	(624)	(605)	(495)	
Interfund Transfers							
(To) From General Fund	(326)	(334)	(334)	(342)	(351)	(360)	(2)
(To) From Capital Fund	661	-	-	-	-	-	(3)
Total Interfund Transfers	335	(334)	(334)	(342)	(351)	(360)	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,050	(1,019)	(879)	(966)	(956)	(855)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	670	1,131	1,084	1,050	1,088	1,039	
Change in Fund Balance	1,720	112	205	84	132	184	
Opening Balance	(16,376)	(16,160)	(14,656)	(14,451)	(14,367)	(14,235)	
Closing Balance	(14,656)	(16,048)	(14,451)	(14,367)	(14,235)	(14,051)	(4)

SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Expenditures (By Object)							
Wages & Benefits	921	1,014	1,003	1,144	1,168	1,190	(5)
General Services	593	694	619	741	756	772	
Materials	34	60	60	61	62	64	
Maintenance	86	86	86	88	90	92	
Utility -Fuel	35	74	43	65	67	68	
Utility -Power	63	68	68	63	63	63	
Vehicle O&M & Fuel	83	93	103	109	111	111	
Amortization	670	1,131	1,084	1,050	1,088	1,039	
Others (Landfill Closure Accrual)	349	693	693	650	650	650	
Total Expenditures (By Object)	2,834	3,913	3,759	3,971	4,055	4,049	

Note:

- (1) User fee revenues are estimated based on a 3% increase each year from 2019 to 2021.
- (2) The administration fee transferred to the General Fund is based on the estimated cost of administrative services provided to the Solid Waste Management Fund.
- (3) In 2017, \$661,000 was transferred from Capital Fund as the compost pad had resulted in remediation of that portion of land.
- (4) 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 \$0.65M in 2019.
- (5) Another Sustainability Projects Coordinator is proposed for 2019.



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.

Water & Sewer Fund	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
Government Grants	281	281	326	326	326	326	
User Charges							
Piped Water	7,377	7,428	7,500	7,874	8,112	8,192	(1)
Trucked Water	1,216	1,326	1,326	1,386	1,428	1,442	(1)
Other User Charges	103	107	346	110	114	115	(2)
Total Revenue	8,977	9,142	9,498	9,696	9,980	10,075	
Allocated to Capital	(778)	(778)	(778)	(748)	(1,047)	(837)	
Net Revenue	8,199	8,364	8,720	8,948	8,933	9,238	
Expenditures (By Activity)							
Sewage Disposal	1,962	2,002	2,315	2,096	2,151	2,208	
Water Distribution	4,507	4,730	4,764	5,298	5,435	5,628	
Amortization	5,622	5,877	5,637	5,891	5,996	6,424	
Total Expenditures	12,091	12,609	12,716	13,285	13,582	14,260	
Net Revenue (Expenditures)	(3,892)	(4,245)	(3,996)	(4,337)	(4,649)	(5,022)	
Interfund Transfers							
(To) From General Fund	(1,183)	(1,213)	(1,213)	(1,243)	(1,274)	(1,306)	(3)
Total Interfund Transfers	(1,183)	(1,213)	(1,213)	(1,243)	(1,274)	(1,306)	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(5,075)	(5,458)	(5,209)	(5,580)	(5,923)	(6,328)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	5,622	5,877	5,637	5,891	5,996	6,424	
Change in Fund Balance	547	419	428	311	73	96	
Opening Balance	(794)	(437)	(247)	181	492	565	
Closing Balance	(247)	(18)	181	492	565	661	

WATER & SEWER FUND

Water & Sewer Fund	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Expenditures (By Object)							
Wages & Benefits	2,130	2,260	2,104	2,491	2,661	2,822	(4)
General Services	1,856	1,907	2,520	2,192	2,237	2,310	(5)
Materials	347	377	382	449	415	420	
Maintenance	79	73	71	73	76	78	
Utility -Fuel	426	434	468	504	512	519	
Utility -Power	1,476	1,551	1,419	1,538	1,536	1,536	
Vehicle O&M & Fuel	155	130	115	147	149	151	
Amortization	5,622	5,877	5,637	5,891	5,996	6,424	
Total Expenditures (By Object)	12,091	12,609	12,716	13,285	13,582	14,260	

Note:

- (1) Revenues are estimated based on the assumption that user fees will increase 4% in 2019, 3% in 2020 and 1% in 2021.
- (2) Utility penalties.
- (3) The Water and Sewer Fund pays an administration fee to the General Fund.
- (4) One three-year term Municipal Engineer position is proposed for 2019; one Maintainer position is proposed for each of 2020 and 2021.
- (5) Water delivery and 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	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges							
Land Leases & Other Revenue	337	385	388	350	350	350	
Land Sales	1,403	2,792	6,700	2,533	3,340	4,233	(1)
Total Revenue	1,740	3,177	7,088	2,883	3,690	4,583	
Expenditures (By Activity)							
Land	754	837	868	771	1,245	1,769	(2)
Total Expenditures	754	837	868	771	1,245	1,769	
Net Revenue (Expenditure)	986	2,340	6,220	2,112	2,445	2,814	

LAND DEVELOPMENT FUND

Land Development Fund	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Interfund Transfers							
(To) From General Fund	(184)	(189)	(189)	(193)	(198)	(203)	(3)
(To) From Reserve	(436)	(878)	(57)	(20)	(20)	(20)	
(To) From Capital Fund	(3,860)	(2,500)	(1,250)	-	(2,000)	(2,000)	(4)
Niven Lake Ravine Multi-use Trails	-	-	-	(1,900)	-	-	
Engle Business District Park	-	-	-	(125)	-	-	
Hordal and Bagon Green Space	-	-	-	(45)	-	-	
Engle Business District #2 Fire Suppression	-	-	-	(490)	-	-	
Deh Cho Boulevard Fire Suppression	-	-	-	(300)	-	-	
Total Interfund Transfers	(4,480)	(3,567)	(1,496)	(3,073)	(2,218)	(2,223)	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(3,494)	(1,227)	4,724	(961)	227	591	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6	-	-	-	-	-	
Change in Fund Balance	(3,488)	(1,227)	4,724	(961)	227	591	
Opening Balance	4,453	1,843	965	5,689	4,728	4,955	
Closing Balance	965	616	5,689	4,728	4,955	5,546	

Note:

- (1) Land sale estimates for 2019 through 2021 are based on anticipated sales of parcels in Grace Lake South, Hordal/Bagon, Niven Lake Phase 5 and 7, and Engle Business District Phase 2.
- (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 Development 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) The infrastructure development costs are reported as investments in capital assets so related amounts are transferred to the Capital Fund.



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 Service Connection Failure Assistance Fund provides for the repair and maintenance of the water supply and sewage line from the City mains to the customer's building and provides assistance to customers.

Service Connection Failure Assistance Fund	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue							
User Charges							
Insurance Premium	1,213	1,206	1,206	1,199	1,203	1,206	
Insurance Deductible	39	36	36	40	40	40	
Total Revenue	1,252	1,242	1,242	1,239	1,243	1,246	
Expenditures (By Activity)							
Contracted Services	478	660	660	676	678	679	
Materials	122	186	186	157	157	157	
Labour & Equipment	267	396	396	407	408	410	(1)
Total Expenditures	867	1,242	1,242	1,240	1,243	1,246	
Net Revenue (Expenditure)	385	-	-	(1)	-	-	
Interfund Transfers							
Total Interfund Transfers	-	-	-	-	-	-	
Change in Fund Balance	385	-	-	(1)	-	-	
Opening Balance	666	666	1,051	1,051	1,050	1,050	
Closing Balance	1,051	666	1,051	1,050	1,050	1,050	

Note:

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



CAPITAL FUND

Capital Fund Summary	2017 Actuals (\$000's)	2017 Carryforward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Revenue								
Taxation	1,200	-	-	-	1,491	1,340	1,260	
Government Transfers								
Formula Funding	7,753	-	7,753	7,814	7,814	7,814	7,814	
Other Grants	17,003	-	14,359	16,867	8,424	16,078	12,551	
User Charges	2,602	-	2,610	2,610	2,595	2,908	2,713	
Total Revenue	28,558	-	24,722	27,291	20,324	28,140	24,338	
Expenditures								
General Government	822	649	1,077	1,615	848	624	579	
Community Services	858	149	1,115	1,223	2,954	30,181	20,197	
Public Safety	254	428	581	1,009	405	225	-	
Planning & Development	4,102	654	1,350	2,004	2,885	2,000	2,050	
Public Works & Engineering	5,246	2,042	6,345	7,705	4,512	1,326	4,235	
Solid Waste Management	1,748	2,031	1,250	2,946	570	1,770	120	
Water & Sewer	15,164	1,774	13,478	14,115	6,885	20,245	18,128	
Total Expenditures	28,194	7,727	25,196	30,617	19,059	56,371	45,309	
Carryforward Projects	-	-	373	-	1,426	-	-	(1)
Total Expenditures	28,194	7,727	25,569	30,617	20,485	56,371	45,309	
Net Revenue (Expenditures)	364	(7,727)	(847)	(3,326)	(161)	(28,231)	(20,971)	
Debentures								
Debenture Proceeds	-	-	-	-	-	54,000	-	(2)
Debenture Interest	(615)	-	(565)	(565)	(515)	(1,169)	(2,052)	(3)
Debt Principal Repayments	(1,507)	-	(1,556)	(1,556)	(1,607)	(2,607)	(4,039)	(3)
Debenture Total	(2,122)	-	(2,121)	(2,121)	(2,122)	50,224	(6,091)	
Interfund Transfers								
To Reserve	(700)	-	(2,040)	(2,040)	(1,940)	(2,030)	(2,070)	
From Reserve	1,881	-	1,829	3,276	1,735	5,070	1,914	
(To) From Land Development Fund	3,860	-	2,500	1,250	2,860	2,000	2,000	
(To) From Solid Waste Management Fund	(661)	-	-	100	-	-	-	
Total Interfund Transfers	4,380	-	2,289	2,586	2,655	5,040	1,844	
Change in Fund Balance	2,622	(7,727)	(679)	(2,861)	372	27,033	(25,218)	
Opening Balance	8,618	-	5,734	11,240	8,379	8,751	35,784	
Closing Balance	11,240	(7,727)	5,055	8,379	8,751	35,784	10,566	

Note:

- (1) Carryforward amounts exclude those projects to be financed by reserves and deferred revenues.
- (2) In 2020, the City is planning to borrow the following loans to finance two capital projects:
 - Submarine intake line replacement- \$20M
 - New Aquatic Centre- \$34M (based on project cost of \$45M)
- (3) Debt principal repayments and debenture interest for 2020 to 2021 include the annual payments of both existing debts and new loans that the City is planning to borrow.

CAPITAL FUND

Capital Fund Expenditures	2017 Actuals (\$000's)	2017 Carryforward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)
General Government							
Policy, Communications & Econ Dev	403	-	345	290	-	-	-
Corporate Services	419	649	732	1,325	848	624	579
Total General Government	822	649	1,077	1,615	848	624	579
Community Services							
Directorate	31	34	-	34	584	581	567
Arenas	-	-	160	160	-	-	-
Parks & Trails	585	54	420	474	445	770	410
Fieldhouse	99	61	100	95	-	-	-
City Hall	94	-	210	210	175	-	-
Programs & Recreation	-	-	30	30	-	-	-
Pool	-	-	195	220	1,750	28,830	19,220
Library	49	-	-	-	-	-	-
Total Community Services	858	149	1,115	1,223	2,954	30,181	20,197
Planning & Development							
Directorate	4,099	654	1,350	2,004	2,860	2,000	2,050
Planning & Lands	3	-	-	-	25	-	-
Total Planning & Development	4,102	654	1,350	2,004	2,885	2,000	2,050
Public Safety							
Directorate	75	65	125	190	-	-	-
Fire & Ambulance -Emergency Operations	174	363	456	819	405	225	-
Municipal Enforcement	5	-	-	-	-	-	-
Total Public Safety	254	428	581	1,009	405	225	-
Public Works & Engineering							
Engineering & Garage	8	9	-	9	75	-	-
Public Transit	98	115	213	329	50	-	-
Fleet Management	1,417	877	1,127	2,171	1,322	1,326	1,385
Roads & Sidewalks	3,723	1,041	5,005	5,196	3,065	-	2,850
Solid Waste Management	263	564	850	1,004	100	-	-
Community Energy Plan (CEP) Initiatives	1,485	1,467	400	1,942	470	1,770	120
Water & Sewer	15,164	1,774	13,478	14,115	6,885	20,245	18,128
Total Public Works & Engineering	22,158	5,847	21,073	24,766	11,967	23,341	22,483
Debt Interest	615	-	565	565	515	1,169	2,052
Carryforward Projects	-	-	373	-	1,426	-	-
Total Capital Expenditures	28,809	7,727	26,134	31,182	21,000	57,541	47,362



CAPITAL FUND

Capital Financing	2017	2018	2018	2019	2020	2021	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Property Taxation							
Debt Principal	1,507	1,556	1,556	1,607	3,031	4,242	
Debt Interest	615	565	565	515	1,357	2,029	
Additional	(922)	(2,121)	(2,121)	(631)	(3,048)	(5,011)	
Total Property Taxation	1,200	-	-	1,491	1,340	1,260	
Formula Funding	7,753	7,753	7,814	7,814	7,814	7,814	
Grants							
Government of Canada							
Gas Tax Rebate	5,273	5,511	5,511	5,510	5,510	5,510	
Clean Water & Wastewater Fund	8,229	6,132	7,710	319	-	-	
Community Capacity Building Fund	8	-	-	-	-	-	
Build Canada Funding	-	11	11	-	8,138	4,751	
Other Government of Canada Grants	685	150	111	-	-	-	
Total Government of Canada	14,195	11,804	13,343	5,829	13,648	10,261	
Government of the NWT							
Community Public Infrastructure Fund	2,210	2,210	2,210	2,210	2,210	2,210	
Other GNWT Grants	132	-	75	-	-	-	
MACA Recreation Grant	-	80	80	80	80	80	
Total Government of the NWT	2,342	2,290	2,365	2,290	2,290	2,290	
Donations	466	266	1,160	305	140	-	
Total Grants	17,003	14,360	16,868	8,424	16,078	12,551	

CAPITAL FUND

Capital Financing	2017 Actuals (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
User Fees							
Water & Sewer Infrastructure Levy	1,814	1,832	1,832	1,847	1,861	1,876	
Water & Sewer Allocation	788	778	778	748	1,047	837	
Total User Fees	2,602	2,610	2,610	2,595	2,908	2,713	
Interfund Transfers							
From Reserves							
Information Technology	388	572	787	528	624	579	
Major Community Facility	-	-	-	-	3,120	-	
Mobile Equipment Replacement	1,413	1,127	2,170	1,207	1,326	1,335	
Downtown Development	2	75	75	-	-	-	
Twin Pine Hill Trail	78	-	189	-	-	-	
Heritage	-	55	55	-	-	-	
Total From Reserves	1,881	1,829	3,276	1,735	5,070	1,914	
To Reserves							
Information Technology	(700)	(700)	(700)	(600)	(600)	(600)	
Mobile Equipment Replacement	-	(1,340)	(1,340)	(1,340)	(1,430)	(1,470)	
Total To Reserves	(700)	(2,040)	(2,040)	(1,940)	(2,030)	(2,070)	
To Solid Waste Management Fund							
From Capital Fund	(661)	-	100	-	-	-	
From Land Development Fund							
To Capital Fund	3,860	2,500	1,250	2,860	2,000	2,000	
Total Interfund Transfers	4,380	2,289	2,586	2,655	5,040	1,844	
Total Capital Financing	32,938	27,012	29,878	22,979	33,180	26,182	



CAPITAL FUND - 2019 Capital Projects

General Government Capital Projects	2017 Actuals (\$000's)	2017 CarryForward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)
General Government							
Policy, Communications & Econ Dev							
3000-5-6304 Destination Marketing Organization	403	-	220	165	-	-	-
3000-5-6570 Post- Secondary Feasibility /Econ. Impacts Study	-	-	50	50	-	-	-
3000-5-6571 Revitalization Strategy for Downtown	-	-	75	75	-	-	-
Total Policy, Communications & Econ Dev	403	-	345	290	-	-	-
Corporate Services							
4000-5-7907 Dispatch Services	8	313	-	313	-	-	-
4200-5-7611 Electronic Tendering	-	-	20	20	-	-	-
4200-5-7670 Cold Storage Shelter	-	-	140	140	-	-	-
4400-5-9999 Generated by Cap to Op posting	-	-	-	-	-	50	-
4401-5-7600 Disk Expansion	-	-	100	50	-	-	-
4402-5-7600 Network Infrastructure	48	-	52	52	93	103	109
4403-5-7670 Server & Storage Infrastructure	55	-	53	53	59	59	59
4404-5-7600 Client Hardware Renewals	-	-	-	-	220	225	230
4407-5-7670 Printers & Multifunction Devices	37	-	53	53	56	56	56
4410-5-7611 GIS Enhancements	26	-	46	46	-	-	-
4410-5-7670 Data Collection & Verification	19	-	19	19	-	-	-
4413-5-7600 Public Safety In-Car Computers	-	-	34	28	-	-	-
4415-5-7670 Plotter Replacement	-	-	15	15	-	-	-
4416-5-7670 Class Replacement	13	134	-	134	-	-	-
4421-5-7670 Phone System	-	-	40	40	320	-	-
4430-5-7600 Budget Management	107	27	-	27	-	-	-
4435-5-7611 Door Access Control	7	-	-	-	-	-	50
4436-5-7600 Computer Aided Dispatch	-	-	75	75	-	-	-

CAPITAL FUND - 2019 Capital Projects

General Government Capital Projects	2017 Actuals (\$000's)	2017 CarryForward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)
4436-5-7615 Stanton Equipment Relocation	-	50	-	50	100	-	-
4436-5-7670 Communication Infrastructure Renewal	40	-	20	20	-	-	-
4439-5-7670 Public Safety In-Car Cameras	-	-	-	-	-	56	-
4440-5-7611 Website / Online Services Renewal	-	-	32	32	-	-	-
4447-5-7670 Security Cameras	18	-	21	21	-	-	-
4449-5-7670 Secondary Site & Data Replication	15	-	12	12	-	-	-
4450-5-7611 Virtualization	26	-	-	-	-	-	-
4451-5-7611 Wireless Infrastructure	-	-	-	-	-	-	75
4452-5-7600 Webcasting	-	-	-	-	-	75	-
4453-5-7600 One-Stop Shopping	-	50	-	50	-	-	-
4453-5-7670 Voice Radio Support Equipment	-	75	-	75	-	-	-
Total Corporate Services	419	649	732	1,325	848	624	579
Total General Government	822	649	1,077	1,615	848	624	579



CAPITAL FUND - 2019 Capital Projects

General Government Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)	IT Reserve (\$000's)
General Government			
Corporate Services			
44027600 Network Infrastructure	93	-	(93)
44037670 Server & Storage Infrastructure	59	-	(59)
44077670 Printers & Multifunction Devices	56	-	(56)
44217670 Phone System	320	(320)	-
44367615 Stanton Equipment Relocation	100	-	(100)
44047600 Client Hardware Renewals	220	-	(220)
Total Corporate Services	848	(320)	(528)
Total General Government	848	(320)	(528)

CAPITAL FUND - 2019 Capital Projects

Department GG General Government **Division** Information Technology
Project 44027600 Network Infrastructure

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	93,000	103,000	109,000
Funding			
Reserves	93,000	103,000	109,000
<i>Total Funding</i>	93,000	103,000	109,000

Description

Purpose

To sustain 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, traffic lights, SCADAmonitors, and emergency voice radios is vital to the City’s operations. As shown in Gallery 1, the City’s network employs ethernet, leased and city-owned fiber, wireless, and microwave technologies to create connections among fourteen sites. 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; as depicted in Gallery 2, this initiative alone added 63 network devices to the City’s infrastructure. With additional traffic lights and cameras on the horizon, this complement will continue to grow. There was a substantial network expansion again in 2018 when wireless connectivity was established to the City’s Pumphouses and Liftstations. This replaced a mixture of outdated, unsupported leased lines, modems, and cellular connections with standard, robust, and reliable microwave connections and will result in considerable cost savings. However, it also added another 23 network devices to the City’s infrastructure (Gallery 3).

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 (Gallery 4). 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 email directed at the organization.



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 cyberthreat 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 network connectivity solutions. Some equipment is already in place and configured, and City-owned and operated connections have been established between several sites. As the reliability and performance of these connections are confirmed the City will gradually terminate leased services, thus reducing its reliance on third party fiber services and in turn lowering overall network 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.

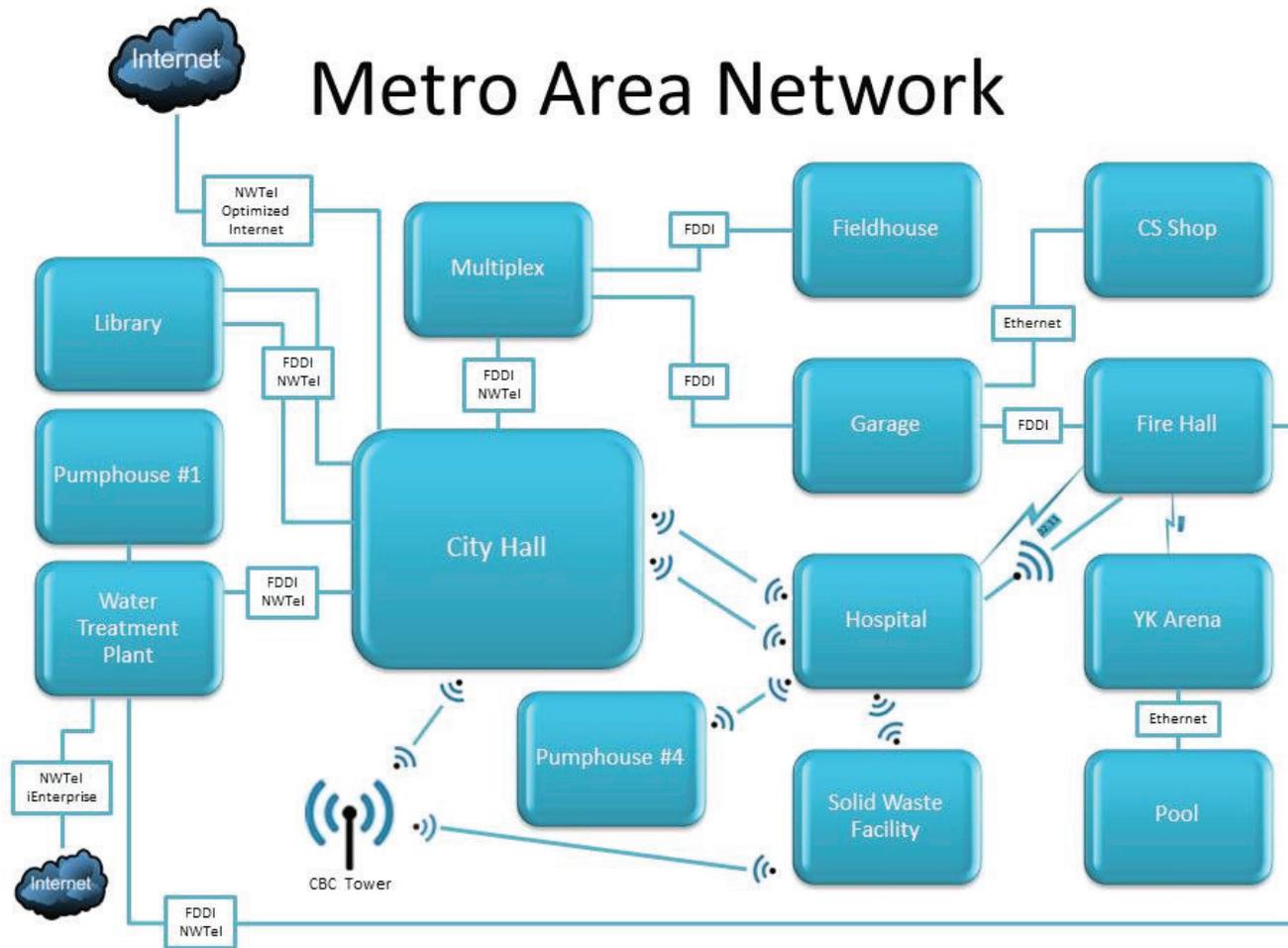
Operational Impact

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

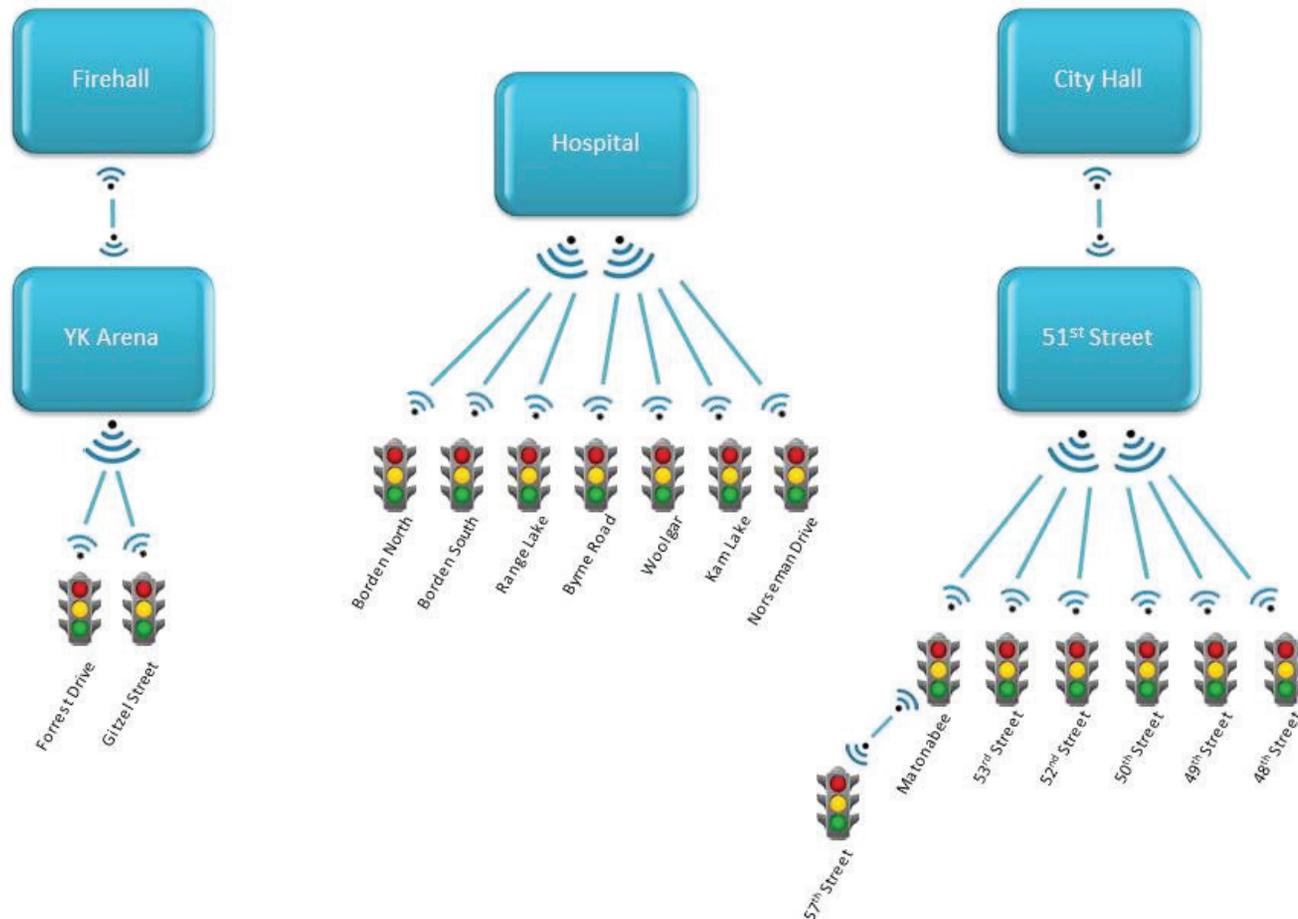
Gallery 1



Gallery

Gallery 2

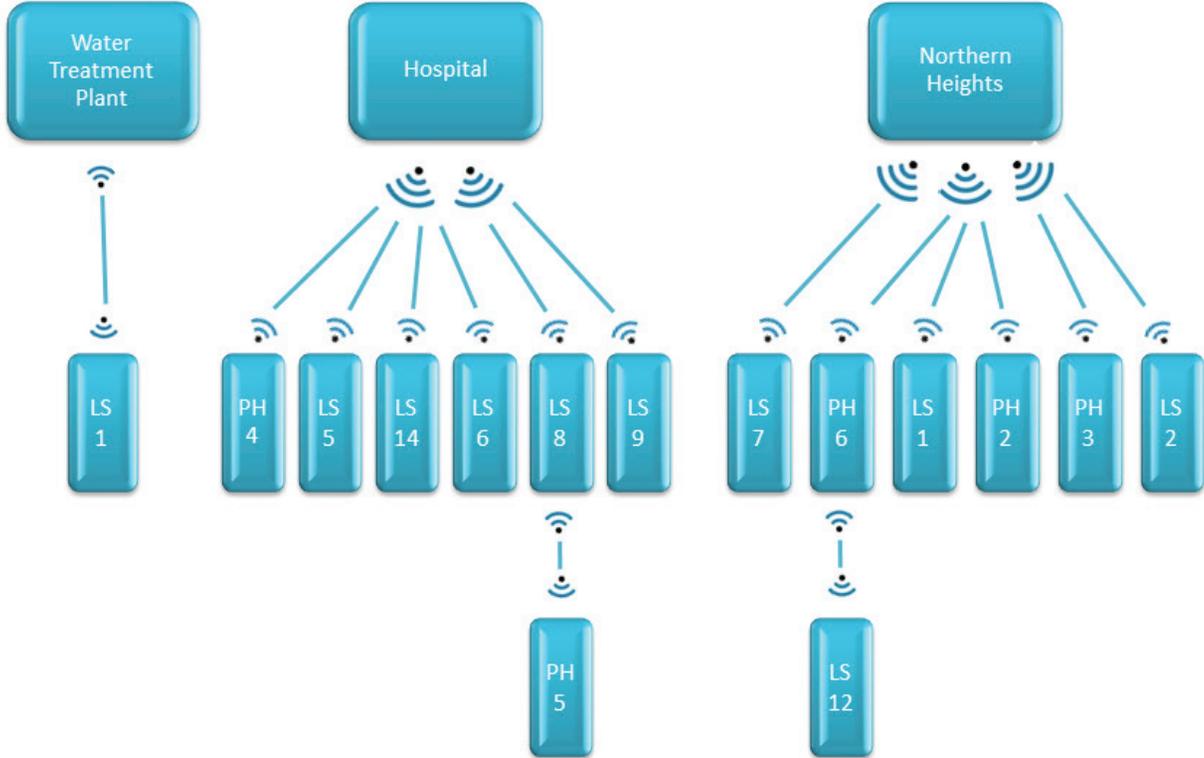
Traffic Light Network



Gallery

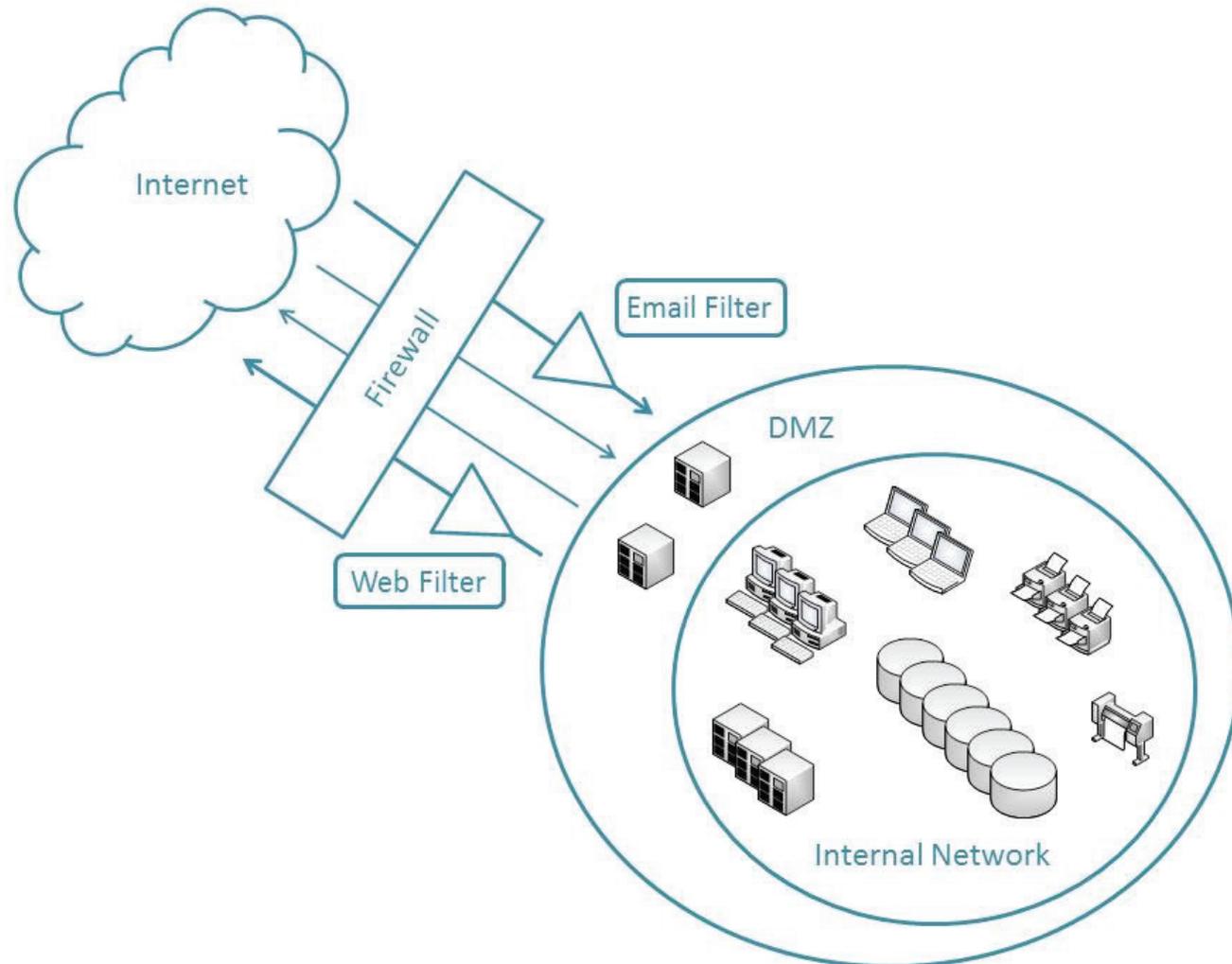
Gallery 3

SCADA Network



Gallery

Gallery 4



CAPITAL FUND - 2019 Capital Projects

Department GG General Government **Division** Information Technology
Project 44037670 Server & Storage Infrastructure

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	59,000	59,000	59,000
Funding			
Reserves	59,000	59,000	59,000
Total Funding	59,000	59,000	59,000

Description

Purpose

To continue the City’s planned and incremental investment in its server fleet and file storage infrastructure to help meet the growing requirements being placed on it.

Background

The Information Technology Division maintains physical and virtual servers to support a wide range of services to staff, citizens, and stakeholders. It also maintains a redundant file storage system to house and protect the City’s burgeoning collection of data and documents that are essential to its day-to-day operations.

The City’s dependence on its server fleet intensifies with each activity that is automated. In addition to traditional financial applications, staff and stakeholders are adopting increasingly sophisticated solutions to meet diverse needs including emergency services dispatch, mapping, work management, elections, transit, permit processing, problem reporting, security cameras, building access, pellet boilers, solar panels, voice radio control, bulk water billing, and black/green cart management. To keep pace with these demands, the servers need to remain current and reliable, and the number of servers must continue to grow. (Gallery 1)

In late 2007, the Information Technology Division adopted a virtualization strategy as a way to meet accelerating demands. This technique essentially partitions one physical server into several virtual servers, so instead of buying and maintaining several small servers, funds are invested in acquiring and supporting large, powerful units that are allocated and re-allocated as requirements dictate. This provides the flexibility to quickly deploy additional servers as needs arise. However, there are still limits to what can be accommodated within a single physical server and so growth in demand must be matched by growth in capacity. During the term of this budget, the Information Technology Division will use the allocated funds to grow the capacity of this environment, redeploy server equipment that is nearing the end of its life expectancy, and sustain a reasonable inventory of spare parts to ensure



replacements are readily available when failures occur.

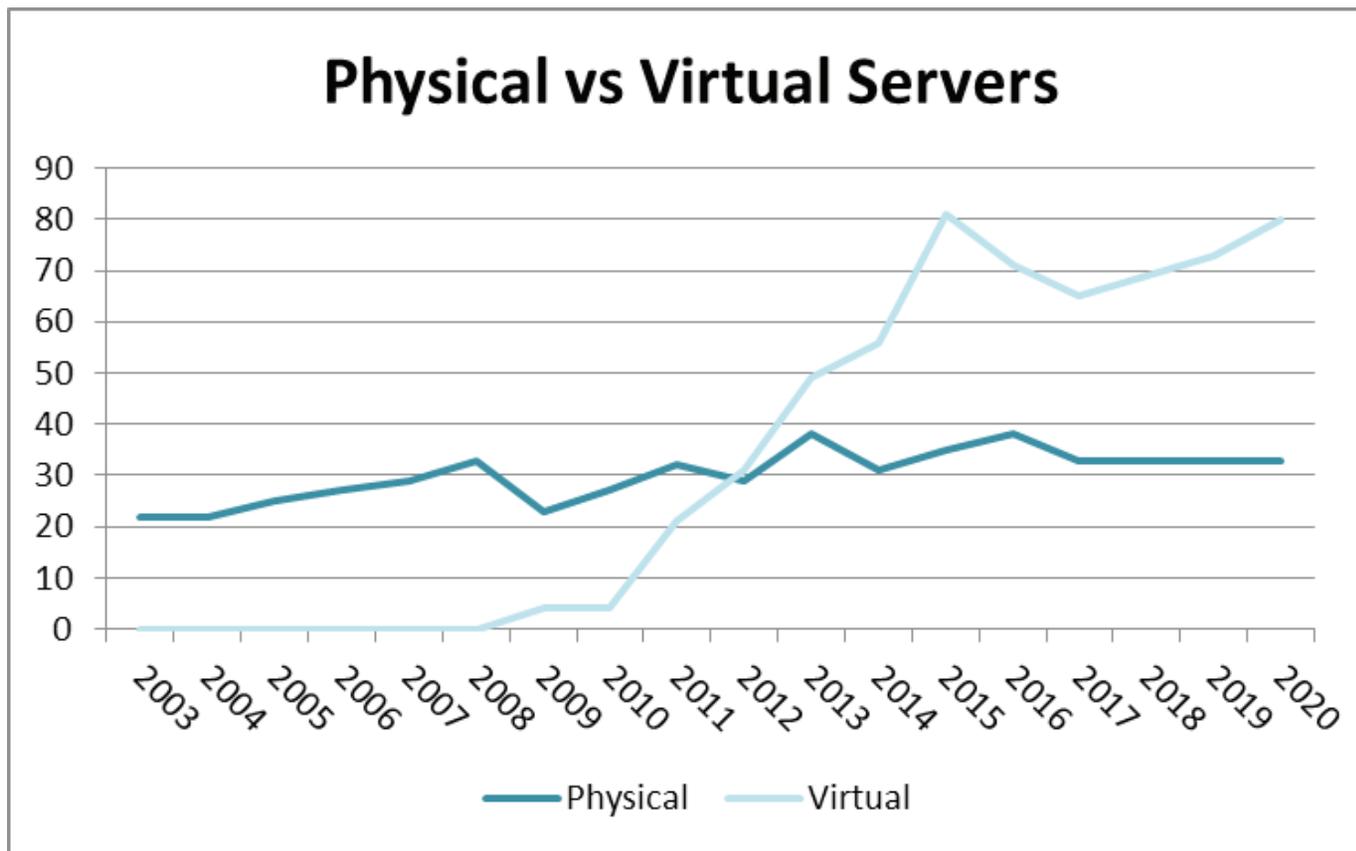
As with the demand for server capacity, the organization's need for storage continues to grow. For example, the City now has the ability to capture aerial images and thus provide much needed up-to-date information for tasks ranging from sewage lagoon management to assessment reviews, but a lack of disk space has left staff scrambling to find room to house the images. In 2017 and 2018 significant progress was made in expanding disk space capacity, allowing the City to move towards industry standard backup practises. However, storage demands continue to expand rapidly and the City must constantly invest in its infrastructure to ensure adequate capacity. 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.

Operational Impact

When servers are appropriately matched to the work that needs to be done and 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, often in response to failures. If this project does not proceed, the Division will not be able to meet escalating server requirements or acquire much-needed additional storage capacity. In the short-term, this will negatively impact overall infrastructure performance and thus degrade service delivery to both internal and external clients, and over time it will lead to more frequent system outages and necessitate increased support efforts and costs.

Gallery

Gallery 1



CAPITAL FUND - 2019 Capital Projects

Department GG General Government **Division** Information Technology
Project 44217670 Phone System

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	320,000		
Funding			
Formula Funding	320,000		
Total Funding	320,000		

Description

Purpose

To replace the City's telephone infrastructure.

Background

The City's current telephone system is a hybrid of NorthwesTel services to the door and City-owned Toshiba equipment within each facility. The exact vintage of the City-owned infrastructure is uncertain as it predates current staff and the existing financial system.

In 2017, Mitel acquired Toshiba and in 2018 announced a phase-out schedule for Toshiba products and support: equipment will not be sold after October 2019 and support will cease as of November 2021. Given the City's reliance on telephone communications, it cannot rely on a system without replacement parts or technical support. Therefore it will be prudent to find and implement an alternative solution.

The 2018 budget contains an allocation for preliminary work to identify potential solutions for the City. The 2019 budget allocation will be used to acquire and implement the system that is deemed to be the most efficient and cost-effective for the City.

Operational Impact

It will be more cost effective and will present a lower risk to the City to acquire, configure, and maintain its telephone infrastructure in a planned and orderly fashion than to experience unplanned and possibly extended service outages.



CAPITAL FUND - 2019 Capital Projects

Department GG General Government **Division** Information Technology
Project 44047600 Client Hardware Renewals

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	220,000	225,000	230,000
Funding			
Reserves	220,000	225,000	230,000
<i>Total Funding</i>	220,000	225,000	230,000

Description

Purpose

To continue the City's planned and incremental investment in its client hardware.

Background

In 2003 the Information Technology division instituted regular investments in all components of the City's technology infrastructure. This replaced the previous reactionary approach - which created funding peaks and valleys and often resulted in outages and delays - with predictable costs, planned updates and upgrades, and more reliable service. A decade and a half of this approach has proven its success, and underlines the importance of sustaining it.

Since 2003 the ongoing renewal of client facing hardware has been funded from several O&M and Capital budget allocations. Beginning with Budget 2019 these allocations have been amalgamated as a single Capital budget item to reflect the consideration that collectively they represent a very valuable and significant City asset, and to provide more consistency and transparency with both the budgeting and management processes.

This allocation will be used to renew and augment all client facing hardware components that require replacement on a regular basis. This includes widely deployed elements like workstations, laptops, cell phones, desk sets, and radios, as well as more special purpose equipment like digital cameras, conference phones, and projectors.

Operational Impact

Appropriately maintaining client facing hardware components will minimize downtime and enable effective services for both staff and stakeholders. It will also reduce troubleshooting and support efforts within the IT Division as replacements can be done in a planned and scheduled manner to minimize operational impact.



CAPITAL FUND - 2019 Capital Projects

Community Services Capital Projects	2017	2017	2018	2018	2019	2020	2021
	Actuals	Carryforward	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Community Services							
Directorate							
5000-5-7610 Cigarette Butt Receptacles in Downtown	10	-	-	-	-	-	-
5003-5-6570 Accessibility Audit/Implementation	21	34	-	34	584	581	567
Total Directorate	31	34	-	34	584	581	567
Arenas							
5152-5-7670 Multiplex Upgrade	-	-	160	160	-	-	-
Total Arenas	-	-	160	160	-	-	-
Parks & Trails							
5300-5-6571 Bristol Freighter Repainting	-	-	55	55	-	-	-
5302-5-6571 Bike Park	-	-	50	50	45	20	-
5304-5-6571 Tommy Forrest Ball Park Upgrades	-	-	200	200	200	200	-
5305-5-6571 Sculpture Installation/ Painting	3	42	-	42	-	-	-
5317-5-6001 Yellowknife Rotary Park Trail Extension	19	1	-	1	-	-	-
5323-5-6570 Frame Lake Trail Upgrades	255	-	-	-	-	-	-
5323-5-6571 Trail Enhancement & Connectivity	-	-	25	25	-	450	-
5327-5-6571 Tennis Court Resurfacing	161	-	-	-	-	-	-
5328-5-6570 Park Development	-	-	90	90	-	-	-
5352-5-6570 Cemetery Expansion/Irrigation	147	11	-	11	-	-	-
5353-5-6570 Columbarium Park	-	-	-	-	-	100	200
FC0008 Folk on the Rocks Rehabilitation	-	-	-	-	200	-	-
FC0011 Range Lake Trail Upgrade	-	-	-	-	-	-	210
Total Parks & Trails	585	54	420	474	445	770	410

CAPITAL FUND - 2019 Capital Projects

Community Services Capital Projects	2017 Actuals (\$000's)	2017 Carryforward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)
Fieldhouse							
5800-5-6571 Fieldhouse Climbing Wall	99	61	-	95	-	-	-
5801-5-6570 Fieldhouse Upgrades	-	-	100	-	-	-	-
Total Fieldhouse	99	61	100	95	-	-	-
City Hall							
5601-5-6570 City Hall Upgrades	94	-	210	210	175	-	-
Total City Hall	94	-	210	210	175	-	-
Programs & Recreation							
5400-5-7640 Commercial Christmas Tree Replacement	-	-	30	30	-	-	-
Total Programs & Recreation	-	-	30	30	-	-	-
Pool							
5500-5-6570 New Aquatic Centre	-	-	75	75	1,750	28,830	19,220
5505-5-6570 Pool Upgrades	-	-	20	20	-	-	-
5505-5-7611 Exterior Wall Siding	-	-	100	125	-	-	-
Total Pool	-	-	195	220	1,750	28,830	19,220
Library							
5201-5-6570 Library Washroom Development	49	-	-	-	-	-	-
Total Library	49	-	-	-	-	-	-
Total Community Services Capital	858	149	1,115	1,223	2,954	30,181	20,197



CAPITAL FUND - 2019 Capital Projects

Community Services Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)
Community Services			
Directorate			
50036570 Accessibility Implementation	584	(504)	(80)
Total Directorate	584	(504)	(80)
Parks & Trails			
53026571 Bike Park	45	(20)	(25)
53046571 Tommy Forrest Ball Park Upgrades	200	(60)	(140)
FC0008 Folk on the Rocks Rehabilitation	200	(100)	(100)
Total Parks & Trails	445	(180)	(265)
City Hall			
56016570 City Hall Upgrades	175	(175)	-
Total City Hall	175	(175)	-
Pool			
55006570 New Aquatic Centre	1,750	(1,750)	-
Total Pool	1,750	(1,750)	-
Total Community Services	2,954	(2,609)	(345)

CAPITAL FUND - 2019 Capital Projects

Department CS Community Services **Division** Directorate
Project 50036570 Accessibility Implementation

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	583,920	580,920	566,580
Funding			
Formula Funding	503,920	500,920	486,580
Other Grants	80,000	80,000	80,000
<i>Total Funding</i>	583,920	580,920	566,580

Description

Purpose

The Accessibility Audit of the City's Facilities, Trails, Parks and Playgrounds identified key areas where barrier removal is required. A prioritized implementation strategy has been developed to ensure the City moves towards full accessibility in these key areas.

Background

Council provided funding in the 2017 Budget for the development of an Accessibility Audit. The scope of work included auditing the City of Yellowknife facilities and infrastructure, specifically for structural design of facilities as well as functional usability based on accessibility needs of individuals with a wide range of challenges including mobility, visual, hearing, cognitive and sensory disabilities.

The audit identified a number of projects for a variety of facilities that will assist Council in achieving their stated Community and Corporate Vision of an inclusive City.

The details of the audit have included approximately \$5 M to be completed over a ten year period to strategically remove barriers on a priority based approach. Through the budgeting process, a 6 year implementation plan has been identified to deal with all short and mid-term needs.

Operational Impact

There will be no additional O/M impact.



CAPITAL FUND - 2019 Capital Projects

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

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	45,000	20,000	
Funding			
Formula Funding	20,000	20,000	
Other Grants	25,000		
<i>Total Funding</i>	45,000	20,000	

Description

Purpose

To develop, in partnership with the Yellowknife Mountain Bike Club, a mountain bike skills development park located adjacent to the Bristol Pit.

Background

In Budget 2018 Council approved a contribution of up to \$25,000 towards the development of a Bike Park, conditional on matching dollars from the Yellowknife Mountain Bike Club. The Club matched the funding and in 2018, \$50,000 was available the Club to proceed with the design portion of the project.

In response to a presentation from the Club, Council has allocated \$20,000 to the Club contingent upon the funding being matched by the Club in the amount of \$25,000 and the development of a Memorandum of Understanding addressing the land tenure issue and the ongoing Operational and Maintenance costs.

The Park will be designed in a manner that is welcoming to new users while still being fun and rewarding for expert level riders. The Park will provide users the ability to develop mountain biking skills as well as challenge users in an environment specifically designed for the purpose.

Operational Impact

The City will enter into a Memorandum of Understanding with the Mountain Bike Club for the Club that will address the ongoing operational and maintenance costs.

CAPITAL FUND - 2019 Capital Projects

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

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	200,000	200,000	
Funding			
Formula Funding	60,000	60,000	
Other Grants	140,000	140,000	
<i>Total Funding</i>	200,000	200,000	

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 established a partnership with the Association for the continued development of the Tommy Forrest Ball Park as a community park.

In Budget 2018, Council allocated \$60,000 to the project in each of 2018, 2019, and 2020, contingent upon the Association contributing \$140,000 each year. The funding will help develop amenities that include a playground, protective screening, historic display, proper field drainage, and bleachers.

In 2018 the following projects were completed:

- Removal of old bleachers
- Installation of new bleachers
- Backstop replacement



The following projects are slated for 2019:

- New umpire/bathroom building
- New park/play area
- Picnic table area
- Protective screening

There are no direct financial benefits for the City under this partnership, however it 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 - 2019 Capital Projects

Department CS Community Services **Division** Parks & Trails
Project FC0008 Folk on the Rocks Rehabilitation

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	200,000		
Funding			
Formula Funding	100,000		
Other Grants	100,000		
<i>Total Funding</i>	200,000		

Description

Purpose

To carry out a retrofit to the Main Stage at the Folk on the Rocks site to ensure the stage is structurally sound.

Background

In April of 2018 an issue regarding the integrity of the Folk on the Rocks Main Stage was identified by the designer of the stage. The issues identified were related to the structural integrity of the stage and that an assessment by a qualified engineer was recommended.

A structural engineer was contracted to carry out an assessment in May of 2018 to ascertain the structural integrity of the stage. There were many issues identified that will necessitate a large scale retrofit to the Stage is necessary to ensure that the facility is structurally sound and safe to host the various events hosted at the park, particularly the Folk on the Rocks Festival. The issues are related to the original arched roof and side stage structures, the newer arched roof structure, and the main stage itself. The main issue revolves around the integrity of the stage foundation.

The continuation of the Folk on the Rocks Festival will require that the work identified by the structural engineer be carried out in a timely manner. The City and the Folk on the Rocks organization will enter into a cost sharing agreement where the City will provide funding to a maximum of \$200,000 with the organization repaying \$100,000 back to the City over a 5 year period.

Operational Impact

There will be no operational impact.



CAPITAL FUND - 2019 Capital Projects

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

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	175,000		
Funding			
Formula Funding	175,000		
<i>Total Funding</i>	175,000		

Description

Purpose

To carry out the necessary repairs and remediation of the areas within City Hall that have been affected by the recent flooding.

Background

City Hall was constructed in 1975 and has served as the administrative for the City since that time. There have been many positive changes and renovations over these years and to ensure that the building continues to meet the requirements of the community and staff in a safe and comfortable continued work is required.

The 2018 budget included an \$210,000 capital project to replace the main entrance steps to City Hall. The design portion of the project was carried out through a Request for Proposal call at a cost of just over \$21,000. Several options were provided for review and the most cost effective design was selected. Following the architectural and design phase being complete, the budget for the completion of the project was \$253,216. With the available funds just over \$188,740 the project was put on hold. To complete the project in 2019 additional funding in the amount of \$90,000 is required, accounting for a cost escalation factor.

With the various renovations and restoration work being carried out over the past few years in the upper floor, and to a lesser extend to the lower floor, much of the asbestos abatement has been addressed. There are still a large area within the lower floor that requires asbestos removal. It is estimated that the removal of the affected drywall, disposal and restoration work in the lower portion of City Hall is \$85,000.

Operational Impact

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

CAPITAL FUND - 2019 Capital Projects

Department CS Community Services
Project 55006570 New Aquatic Centre
Division
Pool

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures			
Architectural/Engineering	1,750,000		
Construction		28,830,000	19,220,000
<i>Total Expenditures</i>	1,750,000	28,830,000	19,220,000
Funding			
Formula Funding	1,750,000		
Other Grants		8,138,250	4,750,500
Reserves		3,120,000	
Debt Funding		17,571,750	14,469,500
<i>Total Funding</i>	1,750,000	28,830,000	19,220,000

Description

Purpose

The development of an Aquatic Centre is a multi-year project that started in 2018 with the establishment of the Aquatic Centre Advisory Committee (ACAC) which carried out the public consultation portion of the project. Council has recently adopted the Aquatic Centre Pre-Design Plan (the Plan) as recommended by the ACAC. Funding in 2019 will be directed to securing the services of qualified firms to carry out the required geo-technical evaluation of the proposed sites as well as to advance the design of the Centre.

Funding in 2019 will be required to engage the services of a qualified Architectural and Engineering team to complete the detailed design of the facility as approved by Council and to prepare the tender documents.

Subsequent year funding will include the construction costs of the Aquatic Centre which will likely commence in 2020 with completion in 2021. The total funding requirement is shown in Gallery 1.

Background

The Plan highlights the work that was carried out by the ACAC including a comprehensive public consultation plan, a review of a number of sites and a review of current trends in aquatic facilities. The Plan also details various components and configurations of a proposed aquatic centre that ultimately resulted in the ACAC completing their mandate by making a recommendation to Council.

CAPITAL FUND - 2019 Capital Projects

The recommended facility includes a 52m lap pool, a warm water leisure pool complete with a lazy river and various play features, spectator viewing, diving boards, hot tub, steam room, canteen, multipurpose rooms, storage and office space for youth groups as well as the required change room space and staff space.

These components are detailed at the conceptual level within the Plan. Funding in 2019 will be required to engage the services of a qualified Engineering firm team to complete a geo-technical evaluation of the sites identified in the Plan. Funding will also be required to advance the planning of the Centre pending Council's approval of the construction methodology as well as the development of an Aquatic Centre Advisory Committee.

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 \$3.2M.

Gallery

Gallery 1

Year	Phase	Cost (\$)	BCF (\$)	City (\$)
2018	Public Consultation	75,000	11,250	63,750
2019	Architectural/ Engineering	1,750,000	0	1,750,000
2020	60% Construction	28,830,000	8,138,250	20,691,750
2021	40% Construction	19,220,000	4,750,500	14,469,500
Total		49,875,000	12,900,000	36,975,000

CAPITAL FUND - 2019 Capital Projects

Public Safety Capital Projects	2017 Actuals (\$000's)	2017 CarryForward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)
Public Safety							
Directorate							
6500-5-7611 Wildland Fire Mitigation Emergency Measures	75	65	125	190	-	-	-
Total Directorate	75	65	125	190	-	-	-
Fire & Ambulance -Emergency Operations							
6300-5-6430 Portable Radios	-	132	141	273	-	-	-
6300-5-7611 Fire Safety Helmets	12	-	9	9	-	-	-
6300-5-7670 FDM Software	-	10	27	37	-	-	-
FD0003 Dispatch Console	-	-	-	-	130	-	-
6304-5-6571 Fire Hall Improvement/Study	-	-	39	39	50	-	-
6310-5-7615 Additional Firefighter Outfitting Costs	16	24	40	64	-	-	-
6310-5-7670 Bunker Gear	20	-	10	10	-	-	-
6311-5-7670 Aggressor Jackets	21	-	-	-	-	-	-
6313-5-7670 Self-Contained Breathing Apparatus	-	-	-	-	225	225	-
6317-5-6571 Paving & Foundation Repairs	-	97	-	97	-	-	-
6318-5-7670 Automatic External Defibrillators	105	-	-	-	-	-	-
6322-5-7670 Propane-Fueled Fire Trainer	-	-	90	90	-	-	-
6324-5-7600 Fire Hall Emergency Generator	-	100	100	200	-	-	-
Total Fire & Ambulance -Emergency Operations	174	363	456	819	405	225	-
Municipal Enforcement							
6400-5-7610 Mobile Radar Replacement	5	-	-	-	-	-	-
Total Municipal Enforcement	5	-	-	-	-	-	-
Total Public Safety	254	428	581	1,009	405	225	-



CAPITAL FUND - 2019 Capital Projects

Public Safety Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)
Public Safety		
Fire & Ambulance -Emergency Operations		
63046571 Fire Hall Study	50	(50)
63137670 Self-Contained Breathing Apparatus	225	(225)
FD0003 Dispatch Console	130	(130)
Total Fire & Ambulance -Emergency Operations	405	(405)
Total Public Safety	405	(405)

CAPITAL FUND - 2019 Capital Projects

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

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	50,000		
Funding			
Formula Funding	50,000		
Total Funding	50,000		

Description

Purpose

To conduct a Fire Hall Building Capacity Study to inform the deliberations of a planning committee struck to determine Fire Hall specifications and whether re-design or replacement is the most feasible option to recommend based upon established Levels of Service and response times.

Background

Yellowknife Fire Division (YKFD) staff complement has doubled since the new Fire Hall first opened in 1989. At the same time, the City has expanded its public, commercial and residential infrastructure. This infrastructure expansion has resulted in a requirement for more resources to meet the increased calls for service which leads to a requirement for increased Fire Hall capacity to stage apparatus and fire fighting equipment.

The configuration of the existing Fire Hall does not enable YKFD to meet current National Fire Protection Association (NFPA) standards governing response times as well as the NFPA standard containing minimum requirements for the organization and deployment of fire department, emergency medical response and special operations. There are also other requirements for storage, decontamination practices, decontamination areas and safety.

The current Fire Hall has many deficiencies which make this study an important first step in determining future options. The existing building system controls are unable to be significantly modified to accommodate any future expansion of the Fire Hall so any expansion would need to accommodate an enhanced HVAC capacity. The support area has been reduced by past design changes and the present configuration restricts staff's ability to effectively maintain equipment and tools. Maintaining a 24/7 staff rotation in an emergency service creates special requirements for laundering, janitorial and equipment/materials storage.

Current staff levels are creating pressures on existing staff support facilities and any additional increases will only exacerbate the current problem. There is no ability to expand the current capacity of the existing Fire Hall to provide adequate space for training and planning meetings although the requirement for each of these functions continues to expand. Housing the Dispatch Centre in the Fire Hall's existing configuration creates challenges for providing this service out of this facility. It also impacts the ability of the Dispatch Centre to function effectively in providing efficient dispatch



services and providing staff with an adequate work environment.

The Fire Hall cannot accommodate additional 24/7 staff requirements and the limited space for personal storage could become a labour relations issue if improvements are not made in this area. Restroom and shower facilities are inadequate for the current staff complement and the addition of the Dispatch Centre adds new pressures to this existing deficiency.

This summary illustrates why the existing facility and building systems are not adequate to meet YKFD requirements in providing the emergency services expected by the citizens and businesses of Yellowknife.

Operational Impact

There are no O&M implications in conducting a study on the functionality of the Fire Hall. It is anticipated that future changes to the facility resulting from this study will not create significant increases in O&M costs as greater efficiencies in operating costs would always be a main priority in any Fire Hall design project.

CAPITAL FUND - 2019 Capital Projects

Department PS Public Safety **Division** Fire & Ambulance
Project 63137670 Self-Contained Breathing Apparatus

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	225,000	225,000	
Funding			
Formula Funding	225,000	225,000	
Total Funding	225,000	225,000	

Description

Purpose

To replace outdated Self-Contained Breathing Apparatus (SCBA) used by the City of Yellowknife Fire Division (YKFD).

Background

The currently used Self-Contained Breathing Apparatus are becoming outdated and maintenance costs are beginning to increase. The YKFD has already experienced frequent breakdowns and increased wear and tear on the units. There are 20 complete units, 51 spare cylinders and 64 face pieces.

These are not pieces of equipment that get replaced when they break down; they need to be replaced before anticipated failures. The current SCBA's are used when fire personnel are in immediately dangerous to life and health (IDLH) environments and are a very important part of the Personal Protection Equipment of each individual.

Operational Impact

The YKFD does have an O&M budget to maintain personal protective equipment, thus the purchase of new SCBA's will not affect that particular budget.



CAPITAL FUND - 2019 Capital Projects

Department PS Public Safety **Division** Fire & Ambulance
Project FD0003 Dispatch Console

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	130,000		
Funding			
Formula Funding	130,000		
<i>Total Funding</i>	130,000		

Description

Purpose

To replace outdated equipment and technology used by the City's Dispatchers when answering calls and communicating during emergency incidents. The new system will replace the outdated telephone system and will provide the appropriate platform for a more efficient server-based telephone solution.

Background

Current equipment used in the dispatch area for receiving and communicating calls received has become outdated and replacement parts are not readily available. Server-based systems are less reliant on mechanical and electronic components and offer a higher level of computer integration and robust features which can enhance the system's capabilities.

The dispatch center is a significant part of YKFD operations and as failures in communications equipment cannot be anticipated, we must regularly upgrade equipment to mitigate against potential equipment failures.

Operational Impact

YKFD does have an O&M budget for maintaining dispatch equipment, so the purchase of the console equipment will not negatively affect YKFD's O&M budget.

CAPITAL FUND - 2019 Capital Projects

Planning & Development Capital Projects	2017 Actuals (\$000's)	2017 Carryforward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)
Planning & Development							
Directorate							
6000-5-6575 50 St Revitalization/Downtown Multi-Purpose Building Study	2	75	-	75	-	-	-
6000-5-6576 Twin Pine Hill Trail Development	154	347	-	347	-	-	-
6001-5-6571 Streetscaping	3	-	-	-	-	-	-
6003-5-6570 Smart Growth/Harbour Plan Initiatives	2	-	-	-	-	-	-
6003-5-6571 Wiley Road Improvement (Smart Growth/Harbour Plan)	58	-	-	-	-	-	-
6003-5-6575 Kam Lake Rd. Improvement (Smart Growth/Harbour)	2	-	-	-	-	-	-
6004-5-6570 Land Development Fund Capital Projects	3,860	-	1,250	1,250	2,860	2,000	2,000
6005-5-6570 School Draw Parking Lot Improvement	18	232	-	232	-	-	-
6006-5-6570 General Plan Review	-	-	100	100	-	-	-
Total Directorate	4,099	654	1,350	2,004	2,860	2,000	2,000
Planning & Lands							
6100-5-6570 50th Street Streetscaping	3	-	-	-	-	-	-
PD0001 Frame Lake West Area Development Plan	-	-	-	-	-	-	50
PL0002 Implementation of 50/50 Recommendations	-	-	-	-	25	-	-
Total Planning & Lands	3	-	-	-	25	-	50
Total Planning & Development	4,102	654	1,350	2,004	2,885	2,000	2,050



CAPITAL FUND - 2019 Capital Projects

Planning & Development Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)
Planning & Development		
Planning & Lands		
PL0002 Implementation of 50/50 Recommendations	25	(25)
Total Planning & Lands	25	(25)
Total Planning & Development	25	(25)

CAPITAL FUND - 2019 Capital Projects

Department PD Planning & Development **Division** Planning & Lands
Project PL0002 Implementation of 50/50 Recommendations

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	25,000		
Funding			
Formula Funding	25,000		
Total Funding	25,000		

Description

Purpose

To implement the July 2018 Theia Partners Report recommendations.

Background

In 2018 Administration retained the services of Theia Partners for an exploratory site visit and to meet with some key local people on opportunities from a revitalization perspective. Based on this initial visit, the consulting team provided Administration with a proposal to undertake the additional work that could help frame the revitalization work within the context of Council's Goals and Objectives, specifically Goal #2 Downtown Revitalization, including the 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 the strategic plan annually.

On July 9, 2018 Theia Partners presented the report at a Municipal Services Committee meeting. Committee requested that Administration bring forward an implementation plan, which was prepared in October 2018 for consideration. This plan (pending approval) identifies 12 recommendations related to the City's Community Plan, the 50/50 lot, Downtown, as well as Parking and Active Transportation. This budget allocation will be used to implement the recommendations.

Operational Impact

While the majority of the recommendations involves work by Administration, there are key recommendations requiring resources. These items are listed under "Specific Action" in the Implementation Plan.



Gallery

Gallery 1 - Theia Partners Report Implementation Plan

Theme	Specific Action	Timeline	Lead	Cost
Community Plan				
1.	Reflect direction of the Theia report in Community Plan recommendations for Council review.	Q3 2019	PD	Accommodated within existing budget
Make Economic Development a priority				
2.	Using an economic development lens on memorandums to committee, funding applications and City priorities.	Ongoing	PCED	Accommodated within existing budget
50/50				
3.	Review and where applicable discharge caveats ensure the bulk of the site is developable	Q4 2018	PCED	Accommodated within existing budget
4.	Zoning By-law Amendment (density/upzoning/etc.)	Q4 2019	PD	Accommodated within existing budget
5.	Animate the site/ Leverage the arts/Invest in public realm	Q1 2018	PCED	Accommodated within existing budget
6.	Develop an events package for the site (and downtown in general) in consultation with arts groups	Q2 2019	CS	Accommodated within existing budget
Downtown				

CAPITAL FUND - 2019 Capital Projects

Gallery

Gallery 1 - Theia Partners Report Implementation Plan

7.	Amend the Development Incentive By-law to implement the Theia Report	Q4 2019	PD	Accommodated within existing budget
8.	Implement a Façade Improvement Program	Q4 2019	PD	Program recommendations may result in budget considerations
9.	Retail Revitalization Strategy	ON HOLD	PCED	Accommodated within existing budget
10.	See a Business Improvement District	ON HOLD	PCED	Pending CanNor (or other) funding application
Parking and active transportation changes				
11.	Determine the best approach to parking and active transportation in order for Yellowknife's downtown to thrive.	Q4 2019	PD	Accommodated within existing budget
12.	Launch a parking and active transportation campaign based on current walking/biking/transit time to downtown areas from all Yellowknife neighborhoods.	Q1 2010 (winter) Q3 2019 (summer)	PCED	Accommodated within existing budget



CAPITAL FUND - 2019 Capital Projects

	2017 Actuals (\$000's)	2017 CarryForward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Public Works & Engineering								
Engineering & Garage								
7000-5-7600 Survey Equipment & AutoCAD Software	8	9	-	9	-	-	-	
PW0003 Design and Construction Standards	-	-	-	-	75	-	-	
Total Engineering & Garage	8	9	-	9	75	-	-	
Public Transit								
7200-5-6570 Transit Upgrades (Federal)	98	115	213	329	-	-	-	
PT0002 Public Transit Review	-	-	-	-	50	-	-	
Total Public Transit	98	115	213	329	50	-	-	
Fleet Management								
7150-5-7800 Light Duty Vehicles (Class 2)	112	110	-	112	-	-	-	
7150-5-7801 Annual Fleet Replacement Program	-	-	1,127	1,127	1,207	1,326	1,335	
7150-5-7802 Street Sweeper	366	-	-	-	-	-	-	
7150-5-7815 Ford Van	35	-	-	-	-	-	-	
7150-5-7822 Snowmobiles	-	26	-	36	-	-	-	
7150-5-7827 Municipal Enforcement Vehicles (Class 7)	57	-	-	62	-	-	-	
7150-5-7843 Large Vehicle Hoist	3	-	-	-	-	-	-	
7150-5-7859 Heavy Duty Vehicles (Class 4)	-	159	-	159	-	-	-	
7150-5-7860 Emergency Equipments & Vehicles (Class 8)	-	250	-	250	-	-	-	
7150-5-7863 Mobile Tractors (Class 6)	-	332	-	425	-	-	-	
7151-5-7801 Ford Cyclone Aerial	823	-	-	-	-	-	-	
7151-5-7856 Mower(s)	21	-	-	-	-	-	-	
FM0001 Preventative Maintenance for Multi-Facility Generator	-	-	-	-	65	-	-	
Total Fleet Management	1,417	877	1,127	2,171	1,272	1,326	1,335	
Roads & Sidewalks								
7300-5-6575 Intersections Widening & New Traffic Lights	324	-	500	71	200	-	-	
7307-5-6571 McMeekan Causeway Abutment Stabilization	-	-	450	75	-	-	-	
7380-5-7611 Traffic Lights Video Detection Equipment	64	16	80	100	80	-	-	
7520-5-6570 Drainage Improvements	-	-	50	-	-	-	-	
7615-5-6570 Annual Paving Program	2,986	325	3,925	4,250	2,785	-	2,850	
7615-5-6571 Paving Block 501	349	700	-	700	-	-	-	
RS0003 Public Works Garage Upgrades	-	-	-	-	50	-	50	
Total Roads & Sidewalks	3,723	1,041	5,005	5,196	3,115	-	2,900	
Solid Waste Management								
8000-5-6500 Site Restoration	12	201	-	201	-	-	-	
8000-5-6540 Waste Audit & Long-Term Planning Study	45	30	-	30	-	-	-	
8000-5-6571 Baling Facility Upgrades	-	100	-	100	-	-	-	
8003-5-6570 New Landfill/ Landfill Expansion	86	62	-	62	-	-	-	
8003-5-6571 Transfer Station & Cell Access Improvement	-	-	200	140	-	-	-	
8005-5-7670 Baling Facility- Mechanical Upgrades	1	47	-	47	-	-	-	
8006-5-7670 Weigh Out Station At SWF	-	-	300	-	-	-	-	
8008-5-6570 Landfill Fire Control & Risk Reduction Plan	-	25	-	25	-	-	-	
8011-5-6570 Monitoring Well Installation	-	-	200	150	-	-	-	
8204-5-7670 Ban Commercial Cardboard	-	25	-	25	-	-	-	
8205-5-6570 Centralized Composting Program	119	74	150	224	-	-	-	
SW0004 Solid Waste Facility Upgrades	-	-	-	-	100	-	-	
Total Solid Waste Management	263	564	850	1,004	100	-	-	

CAPITAL FUND - 2019 Capital Projects

	2017 Actuals (\$000's)	2017 CarryForward (\$000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	Note
Community Energy Plan (CEP) Initiatives								
7004-5-6200 CEP Community Outreach	-	-	20	20	-	-	-	
7004-5-6540 CEP Waste Strategic Plan	-	-	50	50	-	-	-	
7004-5-6555 Sustainability Coordinator	109	-	100	100	-	-	-	
7004-5-6571 CEP Interior LED Lighting	-	-	100	100	-	-	-	
7004-5-6575 CEP City Hall Boiler Design	-	-	130	130	-	-	-	
7004-5-7670 Community Energy Plan Projects	1,376	1,467	-	1,467	-	-	-	
7004-5-7675 CEP Transportation Initiatives	-	-	-	75	-	-	-	
CP0003 Community Energy Plan Projects	-	-	-	-	470	1,770	120	
Total Community Energy Plan (CEP) Initiatives	1,485	1,467	400	1,942	470	1,770	120	
Water & Sewer								
9002-5-6540 Water Source Selection Study	104	-	-	15	-	-	-	
9002-5-7600 SCADA Upgrades (Federal)	124	376	650	800	-	-	-	
9011-5-6570 Pump Replacement and New Plant	111	-	-	-	-	-	-	
9040-5-6570 PH#4 Right-Hand Only Exit	11	-	-	-	-	-	-	
9061-5-7610 Pump Replacement Program	23	38	-	38	100	100	100	
9062-5-7670 PHs & LSs- Water Meter Replacement	10	4	-	4	-	-	-	
9063-5-7670 PHs- New Piping	40	222	1,313	1,878	-	-	-	
9112-5-6570 Reservoir Inspection & Repairs	388	209	-	-	-	-	-	
9300-5-7670 Backup Power Liftstation Generator Installation	-	90	-	30	-	-	-	
9355-5-7670 Lift Stations Exhaust Fans/Capital Upgrade	40	2	-	2	-	-	-	
9400-5-6570 Lagoon Control Structure Replacement	-	-	-	-	50	250	-	
9440-5-6540 Lagoon Phosphorus Study	59	-	-	-	-	-	-	
9615-5-6570 Water & Sewer Infrastructure Replacement	2,734	229	5,435	4,664	3,840	4,895	3,028	
9615-5-6571 CMP/W&S Federal Funded	10,544	296	6,000	6,296	-	-	-	
9615-5-6573 CMP/W&S Federal Funded - PAVING	965	296	-	296	-	-	-	
9701-5-6570 Submarine Line Contracted Costs	-	-	80	80	-	-	-	
9703-5-6570 W&S- Service Repairs	11	12	-	12	-	-	-	
WS0001 Federally Funded Capital Projects	-	-	-	-	425	-	-	
WS0002 Submarine Intake Line Replacement	-	-	-	-	-	14,000	14,000	
WS0006 Pumphouse and Liftstation Upgrades	-	-	-	-	50	-	-	
WS0008 Back-up Power Upgrades (Generators)	-	-	-	-	350	200	200	
WS0009 Pumphouse 1 Infrastructure Upgrades	-	-	-	-	500	-	-	
WS0010 Potable Water Reservoir Repairs	-	-	-	-	750	-	-	
WS0012 Sewage Force Main Twinning	-	-	-	-	250	-	-	
WS0013 Lagoon Sludge Removal	-	-	-	-	500	800	800	
WS0017 Water and Sewer Piped Services Expansion Study	-	-	-	-	70	-	-	
Total Water & Sewer	15,164	1,774	13,478	14,115	6,885	20,245	18,128	
Total Public Works & Engineering	22,158	5,847	21,073	24,766	11,967	23,341	22,483	



CAPITAL FUND - 2019 Capital Projects

Public Works & Engineering Capital Projects	2019 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Other Grants (\$000's)	Community Public Infrastructure Funding (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	User Fees (\$000's)
Public Works & Engineering							
Engineering & Garage							
PW0003 Design and Construction Standards	75	(75)	-	-	-	-	-
Total Engineering & Garage	75	(75)	-	-	-	-	-
Public Transit							
PT0002 Public Transit Review	50	(50)	-	-	-	-	-
Total Public Transit	50	(50)	-	-	-	-	-
Fleet Management							
71507801 Annual Fleet Replacement Program	1,207	-	-	-	-	(1,207)	-
FM0001 Preventative Maintenance for Multi-Facility Generator	65	(65)	-	-	-	-	-
Total Fleet Management	1,272	(65)	-	-	-	(1,207)	-
Roads & Sidewalks							
73006575 Intersections Widening & New Traffic Lights	200	(160)	-	(40)	-	-	-
73807611 Traffic Light Upgrades	80	(80)	-	-	-	-	-
76156570 Annual Paving Program	2,785	(575)	-	-	(2,210)	-	-
RS0003 Public Works Garage Upgrades	50	(50)	-	-	-	-	-
Total Roads & Sidewalks	3,115	(865)	-	(40)	(2,210)	-	-
Solid Waste Management							
SW0004 Solid Waste Facility Upgrades	100	(100)	-	-	-	-	-
Total Solid Waste Management	100	(100)	-	-	-	-	-
Community Energy Plan (CEP) Initiatives							
CP0003 Community Energy Plan Projects	470	(220)	(250)	-	-	-	-
Total Community Energy Plan (CEP) Initiatives	470	(220)	(250)	-	-	-	-
Water & Sewer							
90617610 Pump Replacement Program	100	-	(100)	-	-	-	-
94006570 Lagoon Control Structure Replacement	50	-	(50)	-	-	-	-
96156570 Annual Water & Sewer Replacement	3,840	-	(3,840)	-	-	-	-
WS0001 Federally Funded Capital Projects	425	-	-	(319)	-	-	(106)
WS0006 Pumphouse and Liftstation Upgrades	50	-	-	-	-	-	(50)
WS0008 Back-up Power Upgrades (Generators)	350	-	(350)	-	-	-	-
WS0009 Pumphouse 1 Infrastructure Upgrades	500	-	(500)	-	-	-	-
WS0010 Potable Water Reservoir Repairs	750	-	(420)	-	-	-	(330)
WS0012 Sewage Force Main Twinning	250	-	-	-	-	-	(250)
WS0013 Lagoon Sludge Removal	500	-	-	-	-	-	(500)
WS0017 Water and Sewer Piped Services Expansion Study	70	-	-	-	-	-	(70)
Total Water & Sewer	6,885	-	(5,260)	(319)	-	-	(1,306)
Total Public Works & Engineering	11,967	(1,375)	(5,510)	(359)	(2,210)	(1,207)	(1,306)

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Directorate & Engineering
Project PW0003 Design and Construction Standards

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	75,000		
Funding			
Formula Funding	75,000		
<i>Total Funding</i>	75,000		

Description

Purpose

To update the City's land development, design and construction standards.

Background

The City's current design standards were adopted in 1987 specifically for Public Works projects, and are out of date. Since 1987, the City has informally updated its standards for developments, parks, trails, green spaces, roadways, sidewalks, water, sewer and storm infrastructure.

This project will gather these changes into a formal document that can be provided to developers, contractors and consultants. The final document will include standards for design values, construction requirements and drawing/drafting requirements as well as process documentation on how to develop land within the City of Yellowknife. Creating the document will require participation from all departments in order to ensure data and documentation being standardized meets the requirements of all departments. This project will also include professional development and electronic document creation to produce a refined final product for public dissemination.

Having updated standards in place will also aid in reducing document preparation for tenders (as tenderers will be referred to the standards), reducing questions from developers on the City's requirements for new developments, and in standardizing record drawing files received from consultants and developers so that information can be easily transferred into the City's Geographic Information System (GIS) databases and integrated into City Explorer.

Operational Impact

This project will update, organize and formalize information from multiple departments. This should help increase staff efficiency as well as reduce public frustration, as all information will be in a single-point resource document.



CAPITAL FUND - 2019 Capital Projects

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

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	1,206,790	1,326,156	1,334,650
Funding			
Reserves	1,206,790	1,326,156	1,334,650
<i>Total Funding</i>	1,206,790	1,326,156	1,334,650

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 pieces of 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 downtime 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 miscellaneous equipment required by City departments to do their work. Included are: riding mowers, snowmobiles (Municipal Enforcement Division), All-Terrain Vehicles (Fire Fighters), 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. The City currently has 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 8 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 per year, saving the City \$45,000 a 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 per year, saving the City \$45,000 a 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 kilometres. 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 cycles 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 labour requirements.

CAPITAL FUND - 2019 Capital Projects

Emergency Vehicles – 10 units

This includes fire trucks, ambulances and water trucks. Due to increased demand, the replacement life cycle standard was re-evaluated by Public Works and the Fire Division, and the standard for replacement was reduced from 30 years to 20 years for most fire fighting 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. The City has 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 such as a light duty pick-up truck is removed from its primary use, 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 and Engineering.

Stationary Engines – 26 Units

The City's 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, twelve are over 20 years old, fourteen 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, and 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 vector 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

2019 Fleet Replacement Schedule

Unit #:	Description:	Year:	Class:	Replace Year:	Estimated Budget:	*O&M To Date:	Hours:	Kilometers:	End Use:
1002-05	F-250 W/Service Box	2005	2	2015	65,500.00	11,360.35	226	82,081	Auction
1016-07	Ram 2500	2007	2	2017	65,500.00	13,950.35	7,918	120,021	Auction
1021-08	4X2 Ranger	2008	2	2018	35,550.00	8,015.98	3,798	64,856	Repurpose to Seasonal Use
1025-08	4X4 Ranger	2008	2	2018	36,800.00	21,868.66	303	163,328	Repurpose to Seasonal Use
1075-07	Dodge ram 1500 4X4	2007	2	2018	37,800.00	17,959.16	4,550	97,362	Trade in/estimated \$1500- \$2000
1123-14	Ford Explorer	2014	7	2018	63,340.00	22,270.95	5,812	82,276	Repurpose to CS Pool Division
1160-05	60" Exmark Mower	2005	1	2018	18,300.00	1,117.58	N/A	N/A	Auction
2011-07	226B Cat Skid Steer	2007	5	2019	90,000.00	99,067.79	4,474	N/A	Trade in/estimated 10-12K
2031-06	LT8500 Sterling dump truck	2006	4	2018	165,500.00	96,307.98	10,529	164,648	Trade in/Estimated 25-35K
2032-06	LT8500 Sterling dump truck	2006	4	2018	165,500.00	56,909.22	12,157	215,518	Trade in/Estimated 25-35K
2060-06	Cat M318C Excavator	2006	5	2018	270,000.00	155,558.60	9,293	N/A	Trade in/Estimated 35-45K
2189-11	Freightliner M2 106 Roll-Off	2011	4	2023	193,000.00	143,225.72	10,300	126,265	Trade in/Estimated 25-35K
					\$ 1,206,790.00	\$ 647,612.34			

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 10yrs then repurposed fore seasonal use.
3	Medium Duty	One ton to 5 ton trucks, includes Zambonis	Review after 6 years or 100,00kms, replace after 10 years.
4	Heavy Duty	Trucks/Trailers unused for sanding, snow removal, waste removal, etc.	Review after 6 years or 6000 hrs, replace after 12 years.
5	Heavy Equipment	Loades, dozers, excavators, backhoes, plows, skid steer, etc.	Review after 8 years or 10,000 hrs, replace after 12 years. Skid Steer review after 10 yrs. replace after 12 yrs.
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 vehicle").	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, vactor trucks, etc.	Graders replaced every 6 years with expected trade-in of \$150K. Vactor trucks reviewed after 6 years, replaced after 12 years. Street sweepers reviewed after 6 years, replaced after 12 years.
12	Specialty Equipment	5 Ton trucks equipped with boiler/steamer, ground thaw equip, picker, water pumps, light duty trailers	Cab & chassis reviewed after 15yrs replaced after 20 yrs. (Boilers and steamers replaced under O&M budget)
13	Hybrid Vehicles		Review after 12 yrs. replace after 15 yrs.

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

*Note: All maintenance costs are 2013 - 2018 From 'City Works' Maintenance Work Order System

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Fleet Management
Project FM0001 Preventative Maintenance for Multi-Facility Generator

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	65,000		
Funding			
Formula Funding	65,000		
Total Funding	65,000		

Description

Purpose

To complete the five-year preventative maintenance program as recommended by the manufacturer.

Background

The City of Yellowknife follows the CSA Emergency Electrical Power Supply for Buildings Standards, C282-09. To be compliant, our largest generator has to be taken off line to perform the recommended preventative maintenance tasks as defined by the manufacturer.

The majority of the cost for this project is for a rental generator that is required to provide temporary back-up power while the City generator is out of service for maintenance. The City has two estimates (2018) from local contractors for approximately \$65,000.00. This is the anticipated cost of the project.

Operational Impact

Should the City not keep up with the recommended maintenance on generators, we risk failure at critical moments, ultimately causing costly environmental spills and downtime in key facilities.

This project is in line with asset management principles.



CAPITAL FUND - 2019 Capital Projects

- Moving power lines at the intersection from overhead to underground
- Moving communication lines from overhead to underground
- Making improvements to the intersection approach from 44 Street by St. Patrick High School
- Installing traffic lights with communication and video detection equipment
- Installing pedestrian countdown timers

This project was expected to be done in 2018, however the actual costs for this project came in much higher than the anticipated budget of \$500,000. Based on the pricing received to date, it is now anticipated that the cost to install these traffic lights will be \$700,000, \$200,000 more than originally expected. The City has already purchased the equipment for the traffic lights, including the poles, in the anticipation of this project moving forward in 2019.

The cost of this project is split between the City and the Twin Pine Hill developer with the developer contributing 20.2% of the full cost of the traffic light. With the expected cost of \$700,000 for the installation, the developer's contribution will be \$141,400 with the remaining \$558,600 coming from the City.

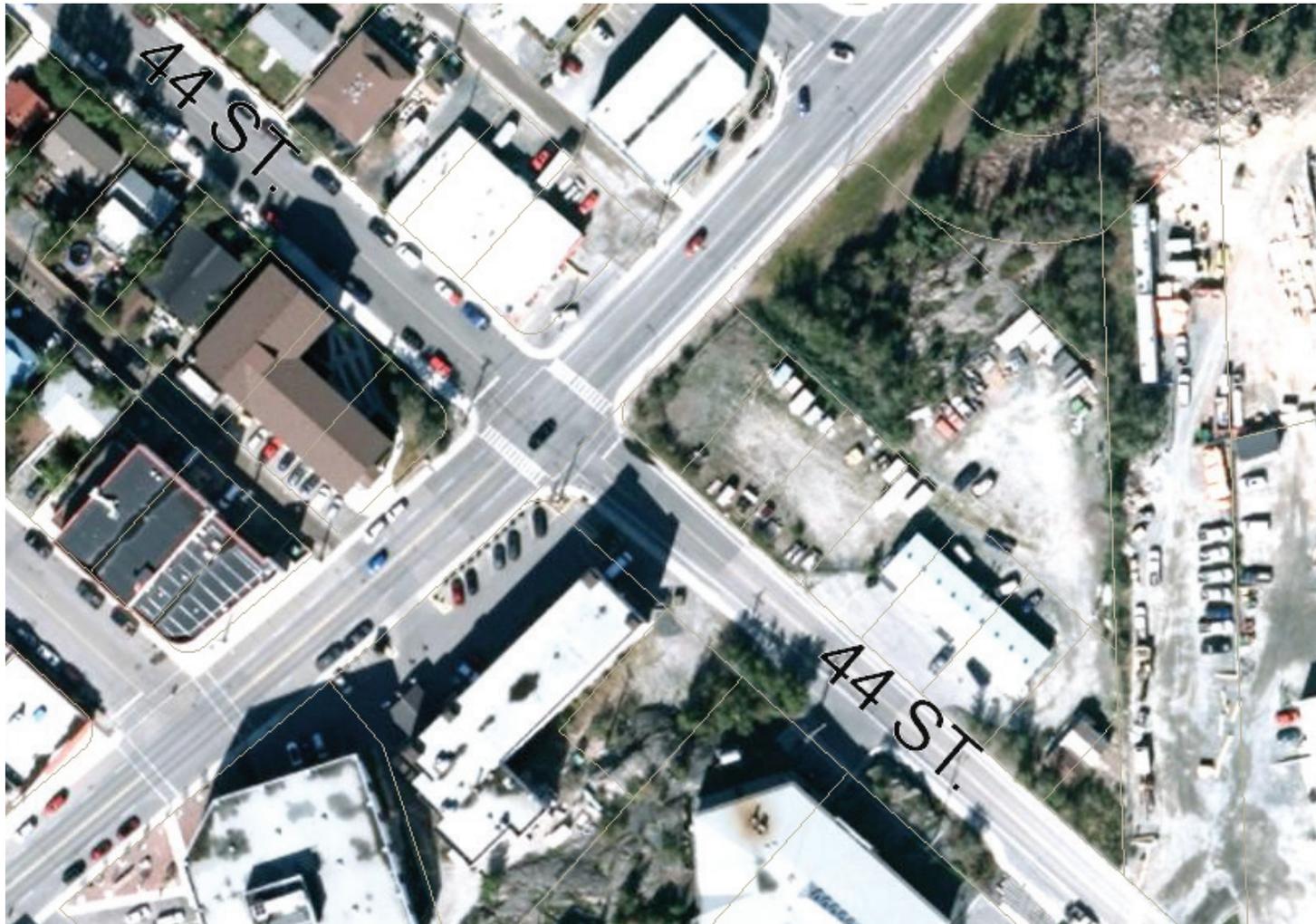
Operational Impact

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 1: Aerial photo of the 44 Street/Franklin Avenue intersection. The new Twin Pine Hill development is to the right.



CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Roads & Sidewalks
Project 73807611 Traffic Light Upgrades

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	80,000		
Funding			
Formula Funding	80,000		
Total Funding	80,000		

Description

Purpose

To improve traffic lights at signalized intersections by introducing technology that makes the intersections safer for vehicular and pedestrian traffic.

Background

There are nineteen intersections which rely on traffic lights for reliable vehicular flow. In recent years, the City has begun installing equipment that uses different technologies to aid in traffic flow. These technologies include video detection and countdown pedestrian timers.

Video Detection Equipment

The 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 will require four cameras, one for each direction of traffic. Intersections along Franklin Avenue in the downtown core use vehicle detection for cross streets only, which will require the installation of only two cameras per intersection. Additional cameras will be installed along Franklin Avenue for data collection.

Countdown Pedestrian Timers

In 2017 when new traffic lights were installed at the intersection of Finlayson Drive and Kam Lake Road, countdown pedestrian timers were included in the installation. This equipment uses the typical pedestrian crossing signals alongside a numerical countdown that ends when the light turns yellow (Gallery 2). The use of this type of signal allows pedestrians to know how much time they have to cross the intersection.



See Gallery 3 for anticipated remaining investments, not in any order of priority.

This project has been ongoing since 2013 in order to improve vehicle detection at intersections with traffic lights. To date, video detection equipment has been installed at eight intersections and countdown timers at two intersections. It has been the City's goal to install video detection equipment at two intersections per year. Public Works recommends continuing with this project in order to improve the overall flow of traffic in Yellowknife. The recommended annual budget is shown in Gallery 4.

Operational Impact

The video detection will collect data such as traffic counts, which would otherwise require a person counting vehicles, to be used for timing and coordination patterns. The countdown timers will aid in informing pedestrians of the time they have to safely cross the intersection.

Gallery

Gallery 1: Autoscope Video Detection Equipment.



Gallery

Gallery 2: Countdown Pedestrian Signal.



CAPITAL FUND - 2019 Capital Projects

Gallery

Gallery 3: Traffic Light Intersection Estimates.

Intersection	Estimate
48 Street	\$25,000.00
49 Street	\$25,000.00
50 Street	\$25,000.00
51 Street	\$25,000.00
52 Street	\$25,000.00
53 Street	\$25,000.00
54 Street	\$25,000.00
Franklin/Old Airport Road	\$60,000.00
Byrne Road	\$60,000.00
Range Lake Road	\$60,000.00
Total Estimate:	\$355,000.00



Gallery

Gallery 4: Recommended Annual Budget for Traffic Light Upgrades.

Year	Recommended Budget
2019	\$80,000
2020	\$90,000
2021	\$90,000

Note:

The 2020 and 2021 recommended budget were deferred due to the City's limited resources.

CAPITAL FUND - 2019 Capital Projects

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

	Budget		
	2019	2020	2021
	\$	\$	\$
Expenditures			
Old Airport Road (Norseman to end of RLR left turn)	935,000		
49 Street (49 Ave to end of City Property)	300,000		
Forrest Drive (51A Ave to Reservoir Rd)	800,000		
Northlands -Phase 2	650,000		
Borden Drive Right Turn Lane at Old Airport Road	100,000		
45 Street (49 Ave to Franklin)			700,000
School Draw Avenue (46 St to 44 St)			800,000
Con Road (Rycon to Con Place)			700,000
52 Street (Franklin to 51 Ave)			650,000
<i>Total Expenditures</i>	2,785,000		2,850,000
Funding			
Formula Funding	575,000		640,000
Community Public Infrastructure Funding	2,210,000		2,210,000
<i>Total Funding</i>	2,785,000		2,850,000

Description

Purpose

To repair or replace asphalt, concrete and other appurtenances on City streets as required, including storm water infrastructure (Gallery 1). 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 it 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 2), 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 (Gallery 3).

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 duct work 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 are two new areas of the City that require new road construction, they are:

Northlands Area, which includes Stinson Road, Fairchild Drive, Bellanca Avenue, Norseman Drive, Catalina Drive, and Anson Drive. Phase 1, which included Anson Drive, Catalina Drive, and Norseman Drive was completed in 2018. The remaining streets are scheduled to be done in 2019.

Hall Crescent, which will be done in three paving phases with the first two phases having been done in 2017 and 2018, and the final phase to be done in 2022, and includes Gibbon Drive.

Considerations when determining areas of reconstruction include:

- Condition and age of asset
- Reoccurring maintenance costs
- Priority level of roadway
- Number of impacted residents and services
- Underground infrastructure requirements.

Gallery 4 shows the budgeted paving program and Gallery 5 and Gallery 6 show the recommended paving program.

Operational Impact

Aging infrastructure has an operational cost of between two and four percent of replacement costs. Replacing this infrastructure will allow the department to focus operational and maintenance activities on other roads, sidewalks and storm water appurtenances in the City.

Gallery

Gallery 1: Example of failing concrete and storm infrastructure.



Gallery

Gallery 2: Paving contractor on Utsingi Drive in Kam Lake.



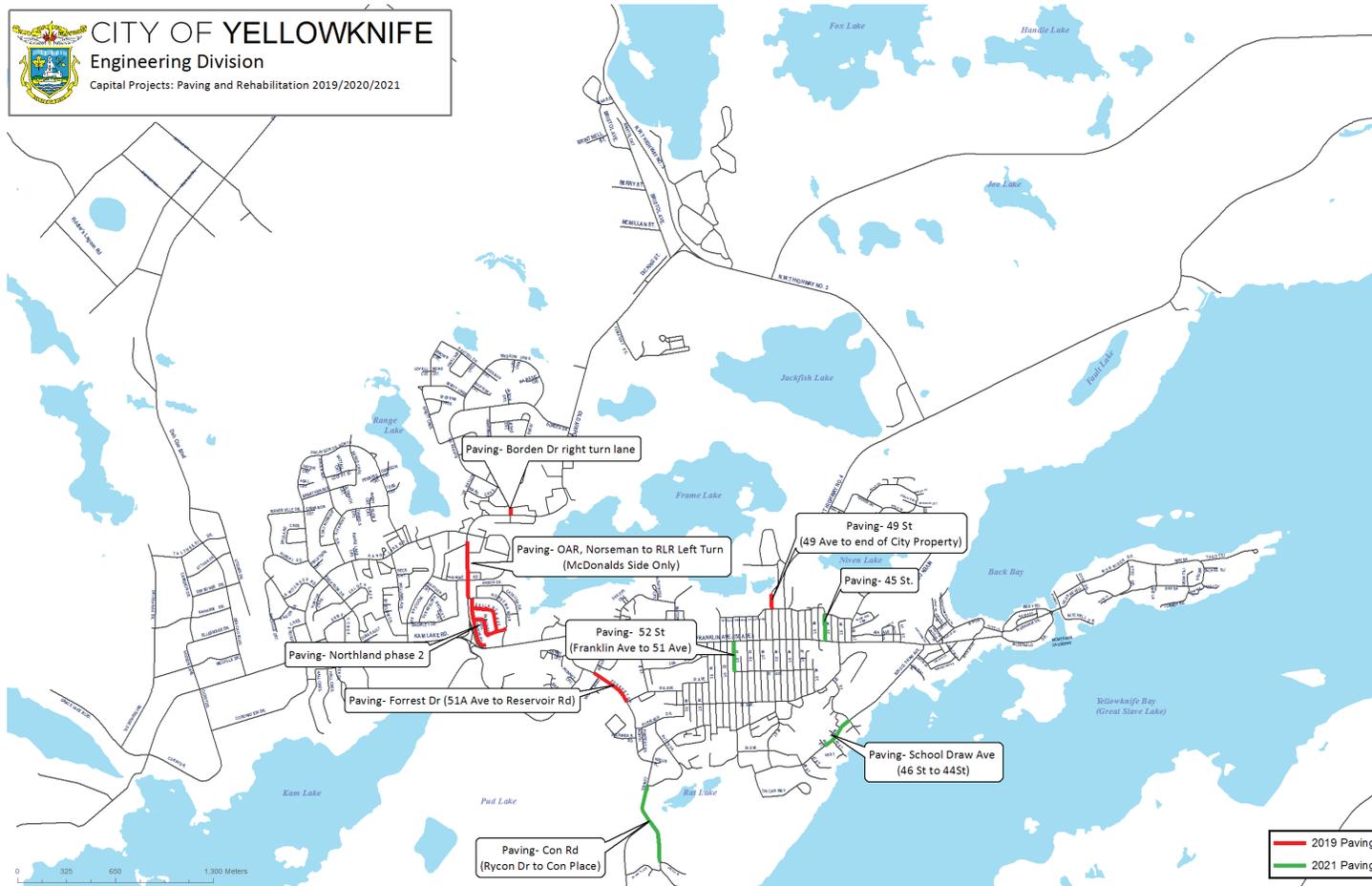
Gallery

Gallery 3: Paving contractor on Kam Lake Road.



Gallery

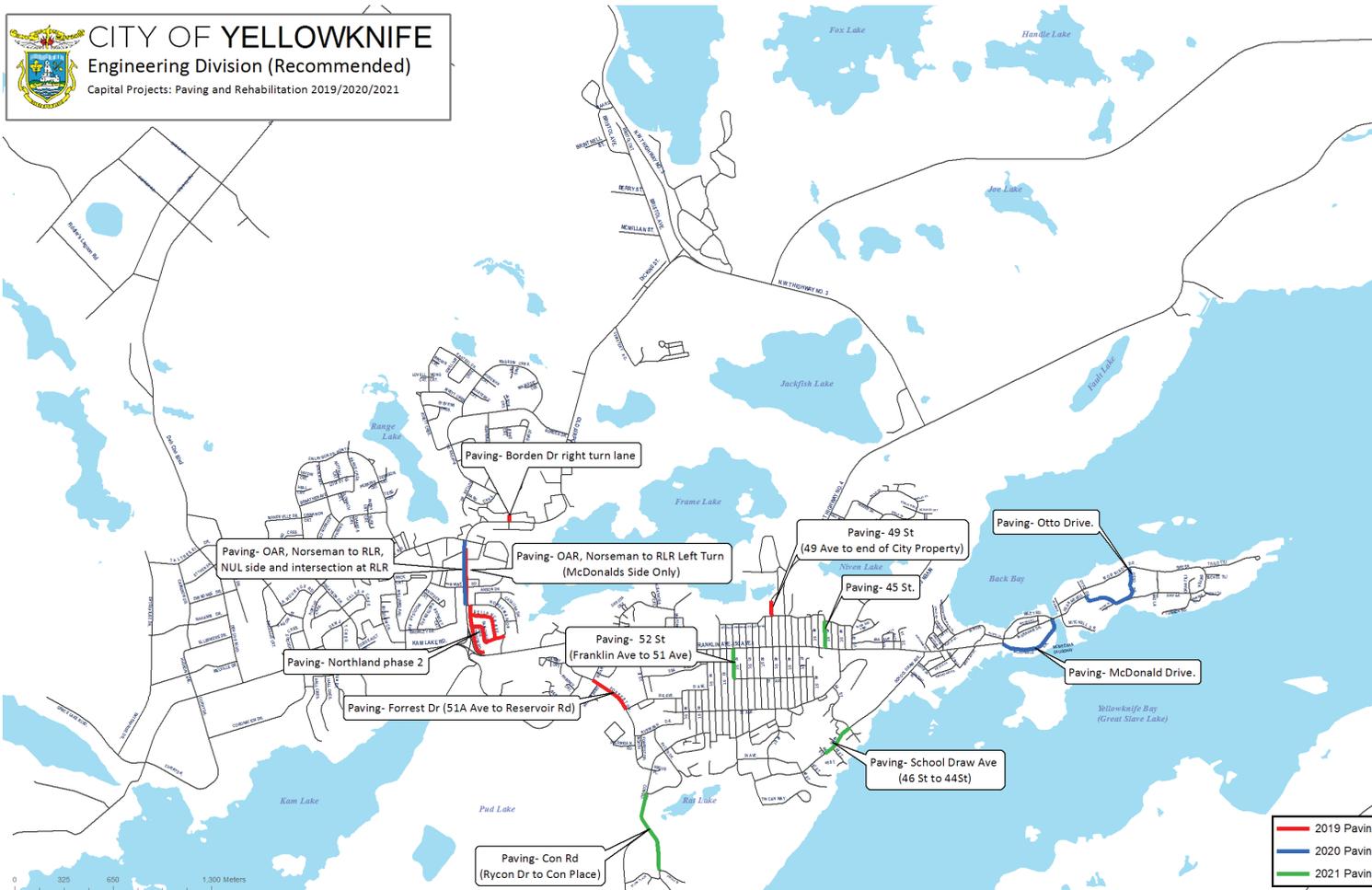
Gallery 4: 2019 to 2021 Paving Program Budget.



CAPITAL FUND - 2019 Capital Projects

Gallery

Gallery 5: 2019 to 2020 Recommended Paving Program.



Gallery

Gallery 6: Recommended Annual Paving Program.

Recommended Annual Paving Program	2019	2020	2021
Old Airport Road (Norseman to end of RLR left turn lane, McDonald's Side only)	\$935,000		
49 Street (49 Ave to end of City Property)	\$300,000		
Forrest Drive (51A Ave to Reservoir Rd)	\$800,000		
Northlands -Phase 2	\$650,000		
Borden Drive Right Turn Lane at Old Airport Road (Walmart)	\$100,000		
Otto Drive		\$700,000	
McDonald Drive		\$800,000	
Old Airport Road (Norseman to RLR, NUL side plus RLR intersection)		\$1,800,000	
45 Street (49 Ave to Franklin)			\$700,000
School Draw Avenue (46 St to 44 St)			\$800,000
Con Road (Rycon to Con Place)			\$700,000
52 Street (Franklin to 51 Ave)			\$650,000

Note:

The 2020 recommended budget were deferred due to the City's limited resources.

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Roads & Sidewalks
Project RS0003 Public Works Garage Upgrades

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	50,000		50,000
Funding			
Formula Funding	50,000		50,000
Total Funding	50,000		50,000

Description

Purpose

To continue ongoing repair and maintenance of the Public Works Garage facility.

Background

The City Garage houses a large portion of the City’s fleet, valued at approximately \$18 M, on a floor area of 1,971 square meters. The building is essential to the City’s response to both daily and emergency circumstances. The yard at the garage includes storage areas and buildings, fuel pumps, energized parking stalls and other items that require upgrades when problems are discovered.

Over the past several years, upgrades have been done on the Garage as required by both an occupational health and safety audit and a technical assessment. Annual repairs and maintenance of a capital nature must continue in order to maintain the asset.

The work plan for 2019 includes window replacement. The windows along the longest wall of the main garage bay are old and are a major source of heat loss. Only every second window will be replaced. Every other window will be removed, the hole re-insulated and siding replaced.

The City recommends this project be an annual project in order to keep up with the maintenance requirements of the buildings in this complex. The recommended annual budget for this project is shown in Gallery 1.

Operational Impact

Water from condensation on the windows will damage the electrical panels located below and is a source of heat (energy) loss for the building. This project is consistent with standard asset management principles.



Gallery

Gallery 1: Recommended Annual Budget for Public Works Garage Upgrades.

Year	Recommended Budget
2019	\$50,000
2020	\$50,000
2021	\$50,000

Note:

The 2020 recommended budget was deferred due to the City's limited resources.

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Solid Waste
Project SW0004 Solid Waste Facility Upgrades

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	100,000		
Funding			
Formula Funding	100,000		
Total Funding	100,000		

Description

Purpose

To complete ongoing upgrades of Solid Waste Facility assets.

Background

This project will complete upgrades to the Solid Waste Facilities that cannot otherwise be completed by City staff as routine operation and maintenance activities.

The equipment currently in use at the Baling Facility consists of a dust collector unit, heating, ventilation and air conditioning (HVAC) burners, overhead doors, fire pump and sprinkler system, fire alarm system, electrical components, air compressor and boilers for in-floor heating.

Previous items completed under this budget allocation include:

- hydraulic ram replacement on the baler
- overhead door replacement
- fire suppression pump replacement

Proposed work for 2019 includes a new boiler for the baling building.

The City recommends this project be an annual project in order to keep up with the maintenance requirements of the Solid Waste Facility. The recommended annual budget for this project is shown in Gallery 1.

Operational Impact

These projects will have positive operational impacts in regards to repair and maintenance costs and are consistent with standard asset management principles.



Gallery

Gallery 1: Recommended Annual Budget for Solid Waste Facility Upgrades.

Year	Recommended Budget
2019	\$100,000
2020	\$100,000
2021	\$100,000

Note:

The 2020 and 2021 recommended budget were deferred due to the City's limited resources.

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Community Energy Plan
Project CP0003 Community Energy Plan Projects

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures			
Sustainability Coordinator	120,000	120,000	120,000
Centralized Biomass Boiler (City Hall)	250,000	1,550,000	
SWMP Implementation	100,000	100,000	
<i>Total Expenditures</i>	470,000	1,770,000	120,000
Funding			
Formula Funding	220,000		120,000
Gas Tax Rebate	250,000	615,000	
Community Public Infrastructure Funding		1,155,000	
<i>Total Funding</i>	470,000	1,770,000	120,000

Description

Purpose

To implement projects in line with the City's Community Energy Plan (CEP) and Waste Management Plans.

Background

This project contains three items that relate to the City's Community Energy Plan and Waste Management Plans.

Sustainability Projects Coordinator

The Sustainability Projects Coordinator (previously titled the Energy Coordinator), was made a permanent position with the City in 2009. The primary duties of this position are:

- Researching, developing and implementing policies and projects that fall within the environmental sustainability portfolio including the Community Energy Plan and Waste Diversion Projects

- Participating in the CEP Implementation Committee

- Developing policy recommendations for the implementation of solid waste management and waste diversion techniques



This position has grown in its scope of work and has been instrumental in implementing the Community Energy Plan and waste diversion strategies throughout the City.

Centralized Boiler/District Heating (City Hall)

The City's Community Energy Plan sets out ambitious targets for greenhouse gas emissions, renewable energy use, and increased energy efficiency. One way to meet these targets is to implement centralized boiler systems that are used to heat numerous buildings, such as the one that was recently installed to heat the Multiplex, Fieldhouse, Fire Hall, City Garage, and Community Services Shop.

In 2018 the City, together with representatives from the RCMP, the Department of National Defence, and the Government of the Northwest Territories worked together on the initial steps for designing and building a centralized boiler system to heat the represented party buildings in downtown Yellowknife. The timeline for this project is anticipated as follows:

2018	Design and operational options; feasibility of options
2019	System design
2020	Construction

At the completion of this project, five buildings will be heated using a centralized boiler system including City Hall, the Legislative Assembly, the Museum, the RCMP Station and the DND building.

Strategic Waste Management Plan

In 2018, the City developed a Strategic Waste Management Plan (SWMP) which provides several recommendations on ways to decrease costs, increase landfill longevity, and maximize waste diversion. It builds on the waste reduction goals of the Corporate and Community Energy Plan and previous waste composition studies, composting projects, and waste management plans to provide environmentally responsible waste management solutions that are cost-effective and address concerns and expectations of the public and stakeholders.

The SWMP includes thirty-one recommended options across the following seven broad categories:

- Education and Promotion
- Residential Waste Reduction and Diversion
- Industrial, Commercial, and Institutional Waste Reduction
- Infrastructure and Operating Enhancements

CAPITAL FUND - 2019 Capital Projects

Regulatory Options
Residuals Management
Monitoring and Reporting

Initial implementation of some of these recommendations has begun and this project will continue the implementation efforts. The plan will allow the City to work towards the recommended goal of reducing waste generated to 500 kilograms per capita by 2030 from the current estimate of between 1,000 and 1,200 kilograms per capita. This would be a approximately a 58% reduction in generated waste being landfilled.

Proposed 2019 Work includes:

Weigh-scale design and implementation \$300,000 (2018 carryover)
Branding \$25,000
Expanded residential organics collection (multi-family) \$25,000
Waste diversion assistance \$25,000
Differential tipping fees \$10,000
Community Engagement \$10,000
Zero Waste Public Events \$5,000

The recommendations from this report will require numerous years to implement.

Operational Impact

These projects will have positive operational impacts in regards to fuel and power cost savings as well as prolonging the life of the current landfill. They are also consistent with standard asset management principles.



CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project 90617610 Pump Replacement Program

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	100,000	100,000	100,000
Funding			
Gas Tax Rebate	100,000		100,000
Community Public Infrastructure Funding		100,000	
<i>Total Funding</i>	100,000	100,000	100,000

Description

Purpose
 To continue replacing pumps at City of Yellowknife pumphouses and liftstations on a regularly scheduled basis.

Background
 The City of Yellowknife has 14 liftstations (Sewer) and six pumphouses (Water). In each of these stations there are multiple large pumps which run long hours and work hard. In total, the City has 35 sewage pumps and 31 water distribution pumps, not including the various chemical pumps used for water treatment and membrane filter cleaning. The City's also has eight communitors, which are large sewage shredding machines.

Pumps and grinders must be maintained in order to ensure a continuous supply of water and discharge of sewage for residents. Failure of pumps or grinders at any liftstation can result in a sewage overflow, which has occurred in the past, resulting in sewage entering people's homes. In 2003, a sewage overflow at liftstation #6 cost the City \$25,000 for remediation.

Pump rebuilding costs about \$7,000 to \$25,000 per pump, while replacement costs \$10,000 to \$35,000 per pump. The costs to rebuild or replace a communitor are \$30,000 and \$80,000, respectively. Larger pumps, used in liftstations #5 and #6, cost between \$30,000 and \$40,000 to replace.

Based on standard industry procedure and the experience of Public Works and Engineering staff, pumps are to be replaced after approximately 25 years of operation. Pumps and communitors have been installed at different times, so the replacement dates of these items will be spread out. The high number of components and the high cost of repairs justify a capital expenditure that can be allocated to repair and replacement of these pumps and communitors.

CAPITAL FUND - 2019 Capital Projects

Public Works and Engineering estimates that the total replacement value of the pumps is approximately \$1.6 M, and proposes to spend about \$100,000 per year for pump replacements and monitoring to continue the orderly replacement of pumps that are in poor condition.

Operational Impact

Without a capital fund for pump replacements, operational budgets at stations with failed pumps will experience large financial variances. This project falls in line with standard asset management principles.



Gallery

Gallery 1: Typical pump arrangement in a City pumphouse.



CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project 94006570 Lagoon Control Structure Replacement

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	50,000	250,000	
Funding			
Gas Tax Rebate	50,000		
Community Public Infrastructure Funding		250,000	
<i>Total Funding</i>	50,000	250,000	

Description

Purpose

To replace failing control structures on Trapper's Lake to divert flow away from the Fiddler's Lake sewage lagoon.

Background

The Fiddler's Lake Sewage Lagoon System was built in 1980. As part of the system, the drainage pathways for Trapper's Lake were altered to divert them from the sewage lagoon area (Galleries 1 and 2). This ensured water from Trapper's Lake was not flowing into the lagoon which would increase the volume of effluent entering the lagoon and affect its capacity.

In order to divert the flow from Trapper's Lake, a series of earthen dykes and dams were built in low-lying areas along the shoreline. A concrete and earth control structure was built in the location chosen for flow from the lake into the designated drainage area. As part of the City's water licence requirements, these dams, dykes and control structure must be inspected every four years. During the last inspection, it was noted that these structures are no longer performing as intended and require rebuilding.

Rebuilding of the dams, dykes and control structure will stop the flow from Trapper's Lake to Fiddler's Lake sewage lagoon, which will help to reduce the total amount of runoff entering the lagoon system, thus increasing the overall capacity of the lagoon.

This is a multi-year project which will have engineering work done in 2019; rebuilding of the dams, dykes and control structures will take place in 2020.

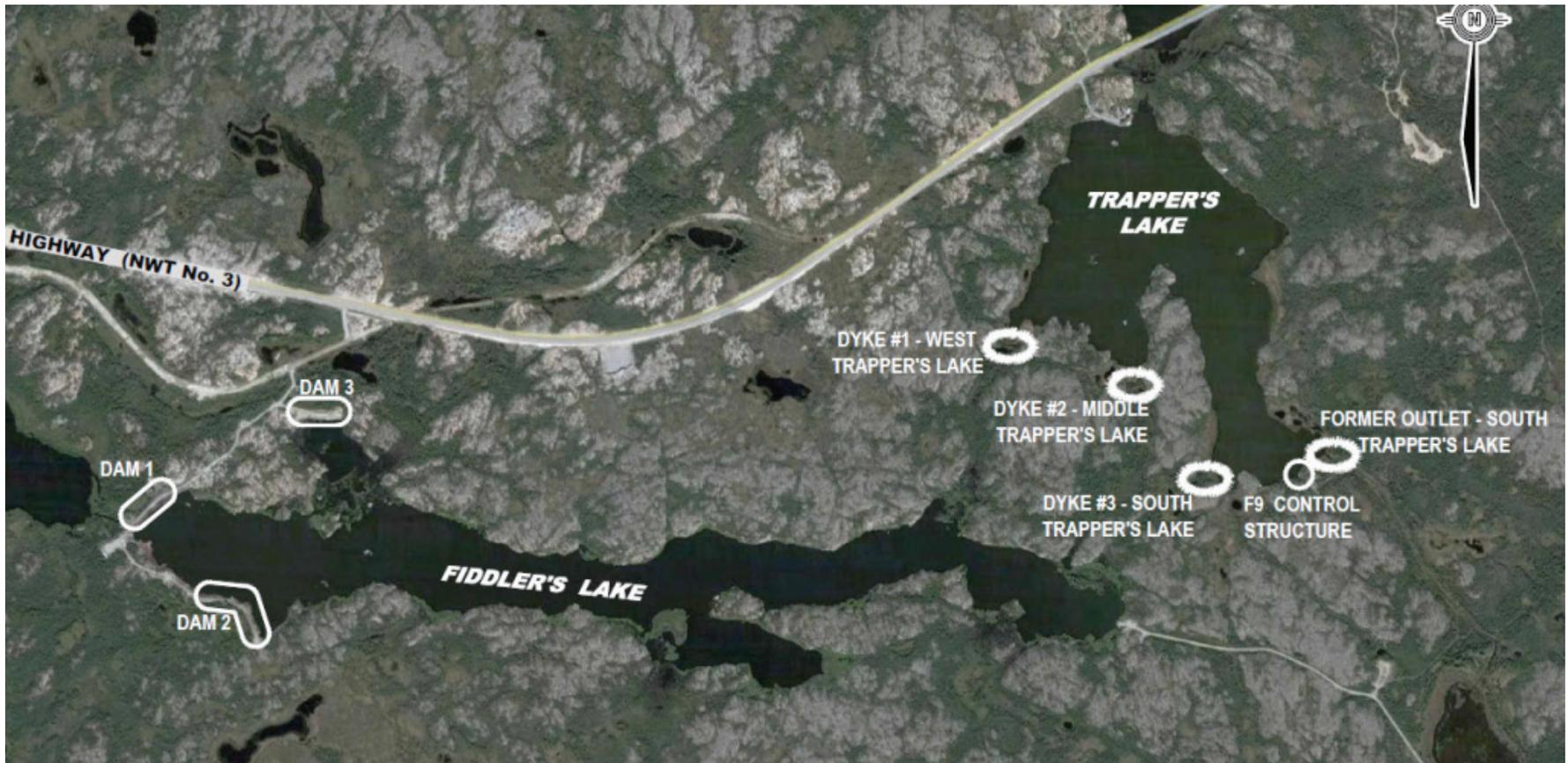
Operational Impact

This project has negligible direct effect on operations. Maintenance of control structures at Trapper's Lake is a requirement of the City's water licence and is consistent with good asset management principles.



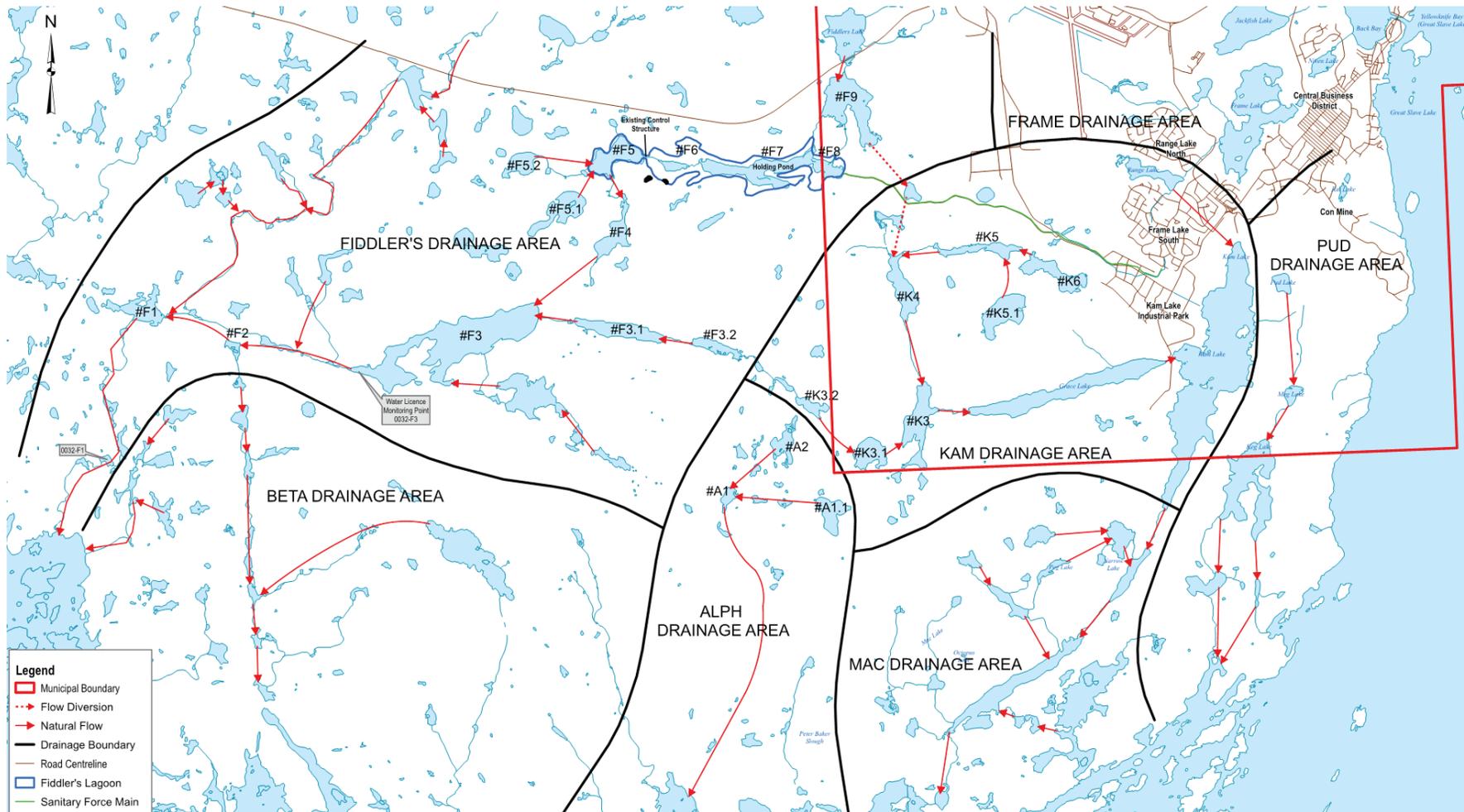
Gallery

Gallery 1: Trapper's Lake Control Structures.



Gallery

Gallery 2: Fiddler's Lake Drainage Area and Surrounding Watersheds.



CAPITAL FUND - 2019 Capital Projects

The following are currently included in the annual Water & Sewer Infrastructure Replacement (Galleries 2 and 3) plans:

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

Considerations when determining areas of reconstruction include:

- Condition and age of asset
- Recurring maintenance costs
- Priority level of roadway
- Number of impacted residents and services

Operational Impact

Aging infrastructure has an operational cost of between two and four percent of replacement costs. Replacing this infrastructure will allow the department to focus operational and maintenance activities in other areas of the water and sewer systems.

This project is consistent with good asset management principles.



Gallery

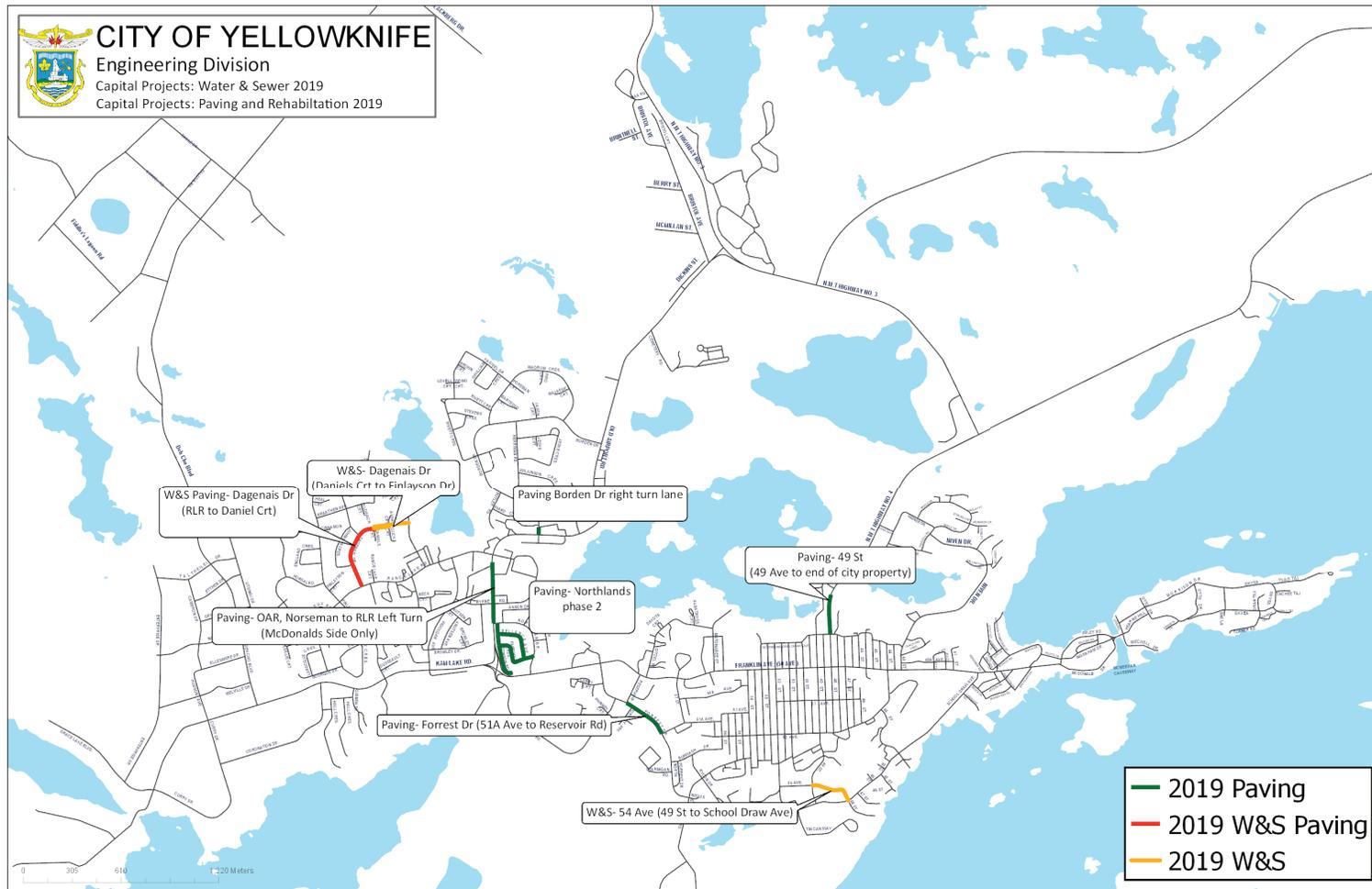
Gallery 1: Failed CMP sewer main showing on bottom left in the pipe.



CAPITAL FUND - 2019 Capital Projects

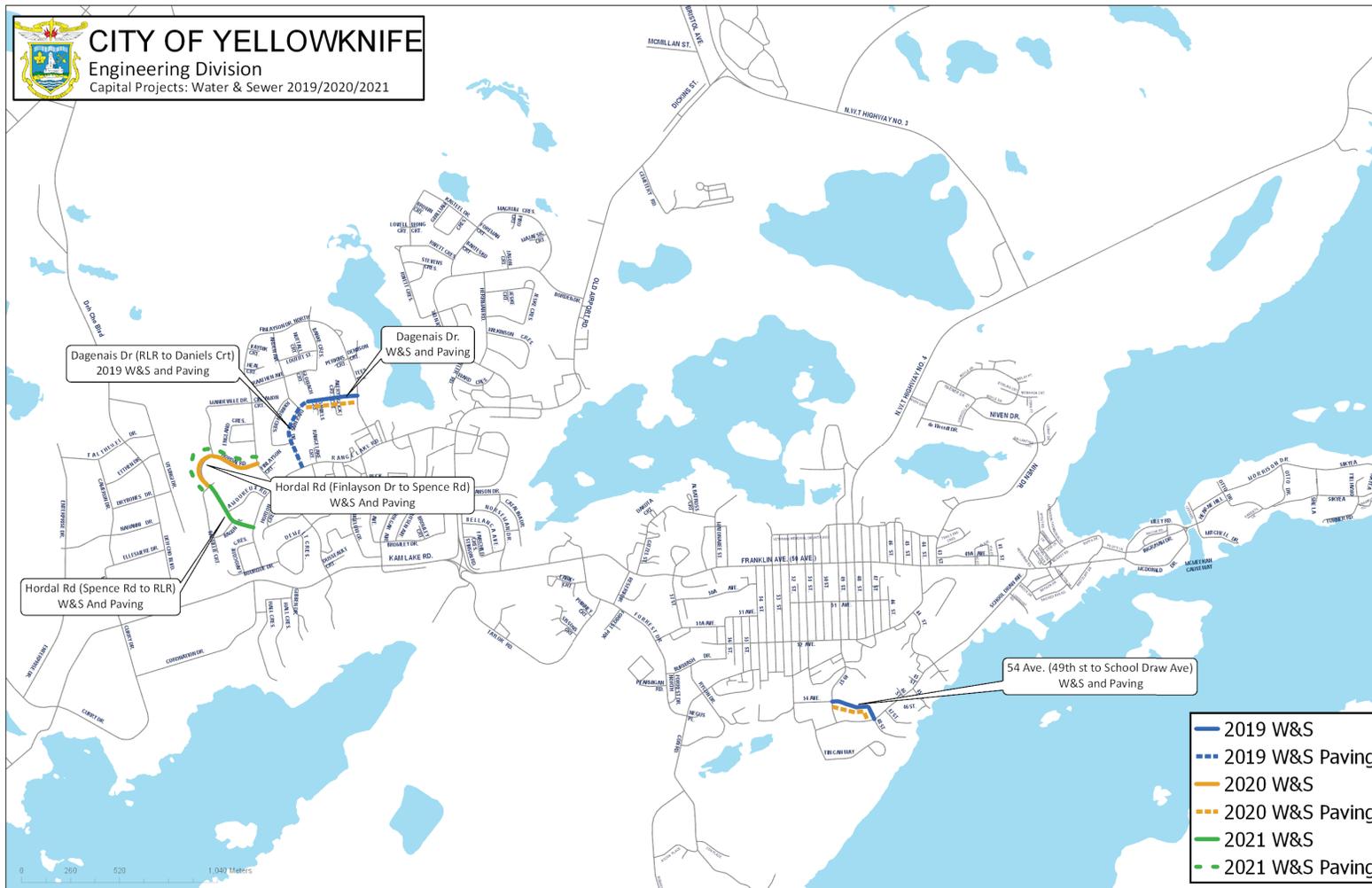
Gallery

Gallery 2: 2019 Water, Sewer and Paving Projects.



Gallery

Gallery 3: 2019 to 2021 Water and Sewer Upgrades



CAPITAL FUND - 2019 Capital Projects

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

		Budget		
		2019	2020	2021
		\$	\$	\$
Expenditures				
	CMP/W&S	200,000		
	LS#5 Piping	175,000		
	SCADA Upgrades	50,000		
	<i>Total Expenditures</i>	425,000		
Funding				
	Other Grants	318,750		
	User Fees	106,250		
	<i>Total Funding</i>	425,000		

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 2016 Federal Government Budget 2016 announced new infrastructure funding that will be rolled out in two 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, waste water 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 listed several criteria that have to be met in order to qualify for CWWF and PTIF funding;

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

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.

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 Municipal and Community Affairs (MACA).

City Council Endorsement: Project 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 required the City to commit an additional \$5,419,166.67 to the annual capital budget over two fiscal years (2017-18 and 2018-19). This is the required 25% funding to match the federal contribution.

The budget allocations for 2019 have been committed under the initial contract award for these projects. The remaining budgets are for project close out.

Project descriptions:

A. Transit Upgrades: The City's transit service is contracted to a third party; therefore the options for capital upgrades are limited. The City proposes replacing bus shelters (approximately \$50,000), creating accessible bus stops with proper sidewalk, wheel chair ramps and curb drops (approximately \$150,000), and creating bus pull out areas to establish safe pull over areas for buses removed from lanes of travel (approximately \$200,000). This project will include the addition of a two metre asphalt sidewalk on Borden Drive between Jason Court and Old Airport Road.

B. Corrugated Metal Pipe/Water and Sewer Replacement: Five additional areas are in need of immediate repair: Franklin Avenue (Gitzel to Norseman), Finlayson Drive (south), Lamoureux Road, Calder Crescent, and Forrest Park. These five areas are in addition to Williams Avenue and Dagenais Drive that are already in the capital plan.

C. Pipe Replacement at Liftstation #5: The pipe at Liftstation #5 has deteriorated 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. If pipe replacement is completed, it is inevitable that a main pipe break will occur resulting in the City being unable to remove sewage. Liftstation #5 is the main liftstation for the city. All but one of the other liftstations in the city pump sewage to this facility and from there it is pumped to Fiddler's Lake Lagoon.

CAPITAL FUND - 2019 Capital Projects

D. Supervisory Control and Data Acquisition (SCADA) System Upgrades: This project will help to modernize the City's SCADA system, which monitors and controls the City's pumphouses and liftstations. Many parts are now obsolete, and with the advancement of computer technology, some replacement parts are no longer available and upgrades are required.

Operational Impact

Aging infrastructure has an operational cost of between two and four percent of replacement costs. Replacing this infrastructure will allow the department to focus operational and maintenance activities on other areas of the water and sewer systems, and is consistent with standard asset management principles.



Gallery

Gallery 1: Approved projects.

Project	Total	Federal (75%)	City (25%)
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
TOTAL	21,676,666.67	16,257,500.00	5,419,166.67

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project WS0006 Pumphouse and Liftstation Upgrades

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	50,000		
Funding			
User Fees	50,000		
<i>Total Funding</i>	50,000		

Description

Purpose

To continue ongoing upgrades to the City's six pumphouses and 14 liftstations,

Background

The pumphouses and liftstations are aging and some require increased architectural care and maintenance. The buildings have worn-out exterior cladding and inefficient windows, and it is recommended that insulation and windows be upgraded to reduce heating costs. This, in conjunction with new siding and roofing, will reduce operating costs for the buildings and help them to blend better with the surrounding neighborhood. The amount of work that can be completed is budget-dependent.

In addition to the architectural upgrades, mechanical and electrical upgrades are required for the heating and ventilation systems, which are all standard upgrades associated with building maintenance. The upgrades include installation of energy-efficient furnaces and boilers, double-walled or self-contained fuel storage tanks and upgrades to air handling units.

The City recommends this project be an annual project in order to keep up with the maintenance requirements of these buildings. The recommended annual budget for this project is shown in Gallery 1.

Operational Impact

Improving insulation and replacing the siding, roofing and windows will reduce heating costs and eliminate the need to paint every three to four years. Replacement of fuel tanks will reduce the risk of spilling environmental contaminants. These tasks are consistent with standard asset management principles.



Gallery

Gallery 1: Recommended Annual Budget for Pumphouse and Liftstation Upgrades.

Year	Recommended Budget
2019	\$50,000
2020	\$50,000
2021	\$50,000

Note:

The 2020 and 2021 recommended budget were deferred due to the City's limited resources.

CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project WS0008 Back-up Power Upgrades (Generators)

	Budget		
	2019	2020	2021
	\$	\$	\$
Expenditures	350,000	200,000	200,000
Funding			
Gas Tax Rebate	350,000		200,000
Community Public Infrastructure Funding		200,000	
<i>Total Funding</i>	350,000	200,000	200,000

Description

Purpose

To implement backup power generators that help ensure the City is able to provide water distribution and sewage pumping capabilities during utility power outages.

Background

The City of Yellowknife has generators that are over 30 years old in the pumphouses and liftstations. It is difficult to source replacement parts for aging generators and as a result, older generators become unreliable over time and more expensive to maintain.

The City has three liftstations that do not have backup power, two in the Niven Lake Subdivision and one in Northlands Trailer Park. A written order from an Environmental Health Officer in July 2018 requires that the City of Yellowknife take steps to ensure all liftstations have backup power to prevent sewage overflows.

The 2019 capital funding will be used for the engineering, purchase and installation of a generator for Liftstation #12 located on Lemay Drive. This is the highest priority location due to its close proximity to Back Bay on Great Slave Lake. This project will include the transfer switch, generator, and building enclosure.

Operational Impact

Without backup power, there is a risk of sewage overflows into neighborhoods and/or nearby water bodies. Environmental clean-up efforts are extremely time consuming and expensive. The risk of spills can be minimized with reliable back-up power generators. This project is an addition to the City's capital assets and will require maintenance consistent with standard asset management principles.



CAPITAL FUND - 2019 Capital Projects

identified with the main valve for the sprinkler system, and it requires replacement. Due to the age of the building, there is a high likelihood that asbestos is present in the drywall and drywall compound so an asbestos assessment and abatement program will be required prior to this work taking place.

Operational Impact

The steam boiler and generator are the greatest concerns and both are overdue for replacement. As stated above, it is best to abandon the steam system to achieve heating efficiencies with hydronic heating loops, and utilize pellet fired heat. All these upgrades are consistent with standard asset management principles.



CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project WS0010 Potable Water Reservoir Repairs

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	750,000		
Funding			
Gas Tax Rebate	420,000		
User Fees	330,000		
<i>Total Funding</i>	750,000		

Description

Purpose
 To conduct water reservoir repairs to stop chlorinated water from entering Great Slave Lake, to comply with Federal and Territorial regulatory authorities, and to contain treated water produced by the Water Treatment Plant.

Background
 In 2013 the City of Yellowknife completed repairs on Reservoir #3 due to the presence of ice formation on the slope directly adjacent to the reservoir. This ice provided strong indication that there was some leaking from the concrete reservoir. The reservoir was drained and inspected for cracking, which was confirmed. The City subsequently awarded the repair work, which was deemed urgent, to repair cracks in the walls and floor of the reservoir with a compound known as Xypex, an industry approved repair material for concrete, suitable for placement in potable drinking water reservoirs.

Public Works staff observed similar ice formation at the toe of the slope adjacent to the City’s water treatment plant in January 2017 and initiated a review and inspection of Reservoir #1. It was built in 1991 and forms the foundation for the Water Treatment Plant. The leak does not affect the quality of drinking water produced at the Water Treatment Plant. A contract was awarded to apply a similar method of repair that was comparable to the Xypex solution employed in 2013 due to its success in repairing the leaks at that time.

In 2018, ice formation adjacent to the reservoir was still present, indicating the continued presence of a leak. At this time it is unknown if the repairs were successful or if this is a new leak in the structure(s). Also in 2018, the City was given notice from Federal and Territorial regulatory authorities that action must be taken to stop the potable water leak into Great Slave Lake. The Canadian Fisheries Act deems potable water to be a deleterious substance harmful to aquatic life due to its chlorine content.

CAPITAL FUND - 2019 Capital Projects

This project will review previous methods employed and research alternatives in consultation with industry experts. Consideration must be given to the complex nature of the work as the City must maintain potable water reserves while also isolating areas of the reservoir necessary to complete the work.

Operational Impact

A continued release of potable water has an operational impact related to production costs as well as the cost to repair the leak. Staff time will be required to properly phase the project and isolate respective reservoir cells during the work. This project is consistent with standard asset management principles.



CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project WS0012 Sewage Force Main Twinning

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	250,000		
Funding			
User Fees	250,000		
<i>Total Funding</i>	250,000		

Description

Purpose

To create redundancy for the City's sewage force main to allow for better maintenance and increased capacity of the force main.

Background

In 2018, the City experienced a significant break on the force main that carries sewage from Liftstation #5 to the Fiddler's Lake Sewage Lagoon. The resulting repair and clean-up resulted in substantial unexpected costs to the City.

The City has one force main that carries sewage from Liftstation #5 to the Fiddler's Lake Sewage Lagoon (Gallery 1). This line was installed in 1979 with an expected 50 year lifespan. As the force main nears the end of its life, increased maintenance and the potential for additional leaks can occur.

In order to address the issues with the existing force main it is necessary to twin it, which requires the installation of a second force main that follows roughly the same route as the existing force main. This will allow for either force main to be isolated in order to complete maintenance or repairs as required.

This project will require significant design and planning to determine the best route and overall construction costs. The work plan for 2019 is to complete the design phase of this project.

Operational Impact

Twinning of the force main will aid in fewer spills due to breaks in the force main and will allow one force main to be taken offline in order for repairs or replacement to be completed when necessary.

Gallery

Gallery 1: Sewage Force Main.



Gallery

Gallery 1: Fiddler's Lake Sewage Lagoon Sludge Depths.

FIDDLERS LAGOON SLUDGE FINDINGS



Figure 2 Fiddlers Lagoon sludge thicknesses (m)



CAPITAL FUND - 2019 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project WS0017 Water and Sewer Piped Services Expansion Study

Budget			
	2019	2020	2021
	\$	\$	\$
Expenditures	70,000		
Funding			
User Fees	70,000		
<i>Total Funding</i>	70,000		

Description

Purpose

To determine the feasibility of expanding piped water and sewer services into areas of Yellowknife currently receiving trucked services.

Background

The City currently provides trucked water and sewer services to residents in six areas of the City including:

- Engle Business District
- Grace Lake
- Kam Lake
- Old Airport Road
- Con Road
- Old Town

This study will look at the overall capacity of the City's water and sewer systems and determine potential impacts, upgrades or additional facilities required if underground piped services are to extend into these areas of the City.

Operational Impact

The operational impact of this study is minimal. However, it is vital to complete an overall assessment of the City's water and sewer infrastructure prior to planning major expansion efforts. This will ensure that the City has approached potential expansion properly and from all angles. This project will contribute to the City's asset management practices.

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CAPITAL FUND - 2020 Capital Projects

General Government Capital Projects	2020 Budget (\$000's)	IT Reserve (\$000's)
General Government		
Corporate Services		
44027600 Network Infrastructure	103	(103)
44037670 Server & Storage Infrastructure	59	(59)
44047600 Client Hardware Renewals	225	(225)
44077670 Printers & Multifunction Devices	56	(56)
44397670 Public Safety In-Car Cameras	56	(56)
44527600 Webcasting Equipment	75	(75)
CO0004 Website Upgrade	50	(50)
Total Corporate Services	624	(624)
Total General Government	624	(624)

CAPITAL FUND - 2020 Capital Projects

Community Services Capital Projects	2020 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)	Major Community Facility Reserve (\$000's)	Debt Financing (\$000's)
Community Services					
Directorate					
50036570 Accessibility Implementation	581	(501)	(80)	-	-
Total Directorate	581	(501)	(80)	-	-
Parks & Trails					
53026571 Bike Park	20	(20)	-	-	-
53046571 Tommy Forrest Ball Park Upgrades	200	(60)	(140)	-	-
53236571 Trail Enhancement and Connectivity	450	(450)	-	-	-
53536570 Columbarium Park	100	(100)	-	-	-
Total Parks & Trails	770	(630)	(140)	-	-
Pool					
55006570 New Aquatic Centre	28,830	-	(8,138)	(3,120)	(17,572)
Total Pool	28,830	-	(8,138)	(3,120)	(17,572)
Total Community Services	30,181	(1,131)	(8,358)	(3,120)	(17,572)



CAPITAL FUND - 2020 Capital Projects

Public Safety Capital Projects	2020 Budget (\$000's)	Formula Funding (\$000's)
Public Safety		
Fire & Ambulance -Emergency Operations		
63137670 Self-Contained Breathing Apparatus	225	(225)
Total Fire & Ambulance -Emergency Operations	225	(225)
Total Public Safety	225	(225)

CAPITAL FUND - 2020 Capital Projects

Public Works & Engineering Capital Projects	2020 Budget (\$000's)	Gas Tax Rebate (\$000's)	Community Public Infrastructure Funding (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	User Fees (\$000's)	Debt Financing (\$000's)
Public Works & Engineering						
Fleet Management						
71507801 Annual Fleet Replacement Program	1,326	-	-	(1,326)	-	-
Total Fleet Management	1,326	-	-	(1,326)	-	-
Community Energy Plan (CEP) Initiatives						
CP0003 Community Energy Plan Projects	1,770	(615)	(1,155)	-	-	-
Total Community Energy Plan (CEP) Initiatives	1,770	(615)	(1,155)	-	-	-
Water & Sewer						
90617610 Pump Replacement Program	100	-	(100)	-	-	-
94006570 Lagoon Control Structure Replacement	250	-	(250)	-	-	-
96156570 Annual Water & Sewer Replacement	4,895	(4,895)	-	-	-	-
WS0002 Submarine Intake Line Replacement	14,000	-	-	-	-	(14,000)
WS0008 Back-up Power Upgrades (Generators)	200	-	(200)	-	-	-
WS0013 Lagoon Sludge Removal	800	-	(505)	-	(295)	-
Total Water & Sewer	20,245	(4,895)	(1,055)	-	(295)	(14,000)
Total Public Works & Engineering	23,341	(5,510)	(2,210)	(1,326)	(295)	(14,000)



CAPITAL FUND - 2021 Capital Projects

General Government Capital Projects	2021 Budget (\$000's)	IT Reserve (\$000's)
General Government		
Corporate Services		
44027600 Network Infrastructure	109	(109)
44037670 Server & Storage Infrastructure	59	(59)
44077670 Printers & Multifunction Devices	56	(56)
44357611 Door Access Control	50	(50)
44517611 Wireless Infrastructure	75	(75)
CO0008 Client Hardware Renewals	230	(230)
Total Corporate Services	579	(579)
Total General Government	579	(579)

CAPITAL FUND - 2021 Capital Projects

Community Services Capital Projects	2021 Budget (\$000's)	Formula Funding (\$000's)	Other Grants (\$000's)	Debt Financing (\$000's)
Community Services				
Directorate				
50036570 Accessibility Implementation	567	(487)	(80)	-
Total Directorate	567	(487)	(80)	-
Parks & Trails				
53536570 Columbarium Park	200	(200)	-	-
FC0011 Range Lake Trail Upgrade	210	(210)	-	-
Total Parks & Trails	410	(410)	-	-
Pool				
55006570 New Aquatic Centre	19,220	-	(4,751)	(14,470)
Total Pool	19,220	-	(4,751)	(14,470)
Total Community Services	20,197	(897)	(4,831)	(14,470)



CAPITAL FUND - 2021 Capital Projects

Planning & Development Capital Projects	2021 Budget (\$000's)	Formula Funding (\$000's)
Planning & Development		
Planning & Lands		
PD0001 Frame Lake West Area Development Plan	50	(50)
Total Planning & Lands	50	(50)
Total Planning & Development	50	(50)

CAPITAL FUND - 2021 Capital Projects

Public Works & Engineering Capital Projects	2021 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Community Public Infrastructure Funding (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	User Fees (\$000's)	Debt Financing (\$000's)
Public Works & Engineering							
Fleet Management							
71507801 Annual Fleet Replacement Program	1,335	-	-	-	(1,335)	-	-
Total Fleet Management	1,335	-	-	-	(1,335)	-	-
Roads & Sidewalks							
76156570 Annual Paving Program	2,850	(640)	-	(2,210)	-	-	-
RS0003 Public Works Garage Upgrades	50	(50)	-	-	-	-	-
Total Roads & Sidewalks	2,900	(690)	-	(2,210)	-	-	-
Community Energy Plan (CEP) Initiatives							
CP0003 Community Energy Plan Projects	120	(120)	-	-	-	-	-
Total Community Energy Plan (CEP) Initiatives	120	(120)	-	-	-	-	-
Water & Sewer							
90617610 Pump Replacement Program	100	-	(100)	-	-	-	-
96156570 Annual Water & Sewer Replacement	3,028	-	(3,028)	-	-	-	-
WS0002 Submarine Intake Line Replacement	14,000	(3,942)	(2,182)	-	-	(1,876)	(6,000)
WS0008 Back-up Power Upgrades (Generators)	200	-	(200)	-	-	-	-
WS0013 Lagoon Sludge Removal	800	(800)	-	-	-	-	-
Total Water & Sewer	18,128	(4,742)	(5,510)	-	-	(1,876)	(6,000)
Total Public Works & Engineering	22,483	(5,552)	(5,510)	(2,210)	(1,335)	(1,876)	(6,000)



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 is as 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 Library Donation Reserve: To provide for the Yellowknife Public Library.

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). Council Motion #0044-18 removed the 30% dedication of land sale revenue to this reserve.

RESERVE FUND

Reserve Fund	2017 Actuals (000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (000's)	2020 Budget (000's)	2021 Budget (000's)	Note
Downtown Development Reserve							
Opening Balance	593	671	750	745	762	775	
(To) Capital Fund	(2)	(75)	(75)	-	-	-	
(To) General Fund	(9)	(100)	(100)	(153)	(157)	(160)	(1)
From General Fund	158	150	150	150	150	150	
From Land Fund	10	20	20	20	20	20	
Closing Balance	750	666	745	762	775	785	
Information Technology Reserve							
Opening Balance	855	884	1,167	1,080	1,152	1,128	
(To) Capital Fund	(388)	(572)	(787)	(528)	(624)	(579)	
From Capital Fund	700	700	700	600	600	600	
Closing Balance	1,167	1,012	1,080	1,152	1,128	1,149	
Mobile Equipment Replacement Reserve							
Opening Balance	3,020	438	1,607	777	910	1,014	
(To) Capital Fund	(1,413)	(1,127)	(2,170)	(1,207)	(1,326)	(1,335)	
From Capital Fund	-	1,340	1,340	1,340	1,430	1,470	
Closing Balance	1,607	651	777	910	1,014	1,149	
Major Community Facility Reserve							
Opening Balance	2,891	2,961	2,977	3,057	3,137	97	
(To) Capital Fund	-	-	-	-	(3,120)	-	(2)
From General Fund	86	80	80	80	80	80	
Closing Balance	2,977	3,041	3,057	3,137	97	177	



RESERVE FUND

Reserve Fund	2017 Actuals (000's)	2018 Budget (\$000's)	2018 Forecast (\$000's)	2019 Budget (000's)	2020 Budget (000's)	2021 Budget (000's)	Note
Heritage Reserve							
Opening Balance	139	139	156	101	101	101	
From General Fund	17	-	-	-	-	-	
(To) Capital Fund	-	(55)	(55)	-	-	-	
Closing Balance	156	84	101	101	101	101	
Samuel Colley Library Donation Reserve							
Opening Balance	214	216	216	219	219	219	
From General Fund	2	-	3	-	-	-	
Closing Balance	216	216	219	219	219	219	
Twin Pine Hill Trail Reserve							
Opening Balance	266	6	190	1	1	1	
(To) Capital Fund	(78)	-	(189)	-	-	-	
From General Fund	2	-	-	-	-	-	
Closing Balance	190	6	1	1	1	1	
Revitalization Initiative Reserve							
Opening Balance	1,952	2,634	2,378	2,415	2,415	2,415	
From Land Fund	426	858	37	-	-	-	
Closing Balance	2,378	3,492	2,415	2,415	2,415	2,415	
Community Grant Reserve							
Opening Balance	-	2	2	-	-	-	
From General Fund	2	-	(2)	-	-	-	
Closing Balance	2	2	-	-	-	-	
Total Reserves	9,443	9,170	8,395	8,697	5,750	5,996	
Reserve Opening Balance	9,930	7,951	9,443	8,395	8,696	5,749	
Total Transfers	(487)	1,219	(1,048)	301	(2,947)	246	
Reserve Closing Balance	9,443	9,170	8,395	8,696	5,749	5,995	

Note:

- (1) To fund the Homelessness Employment Program and Social Issues.
- (2) To fund the new Aquatic Centre.

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LONG-TERM DEBT

	2017 Actual (\$000)	2018 Budget (\$000)	2018 Forecast (\$000)	2019 Budget (\$000)	2020 Budget (\$000)	2021 Budget (\$000)
Outstanding Long-term Debt						
Opening Balance	19,990	18,483	18,483	16,927	15,320	66,713
Capital Fund Debt Issued	-	-	-	-	54,000	-
Capital Fund Debt Repaid	(1,507)	(1,556)	(1,556)	(1,607)	(2,607)	(4,039)
Closing Balance	18,483	16,927	16,927	15,320	66,713	62,674
Comprised of						
General Capital	18,483	16,927	16,927	15,320	66,713	62,674
	18,483	16,927	16,927	15,320	66,713	62,674

LONG-TERM DEBT

	2017 Actual (\$000)	2018 Budget (\$000)	2018 Forecast (\$000)	2019 Budget (\$000)	2020 Budget (\$000)	2021 Budget (\$000)
<u>General Capital</u>						
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%	14,941	13,717	13,717	12,455	11,154	9,812
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%	2,297	2,119	2,119	1,933	1,740	1,540
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%	645	595	595	543	489	433
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.	600	496	496	389	279	166
Submarine Intake Line \$20M for 15 years	-	-	-	-	19,563	18,490
Aquatic Centre \$34M for 20 years	-	-	-	-	33,488	32,233
	18,483	16,927	16,927	15,320	66,713	62,674



LONG-TERM DEBT

<u>Principal Payments and Interest Expenditures</u>		2017 Actual (\$000)	2018 Budget (\$000)	2018 Forecast (\$000)	2019 Budget (\$000)	2020 Budget (\$000)	2021 Estimated (\$000)	2022 Estimated (\$000)	2023 Estimated (\$000)	2024 & Thereafter Projected (\$000)	Total From 2019 Onwards (\$000)
General											
Debenture#239 Refinancing	Principal	101	104	104	107	110	113	116	49	-	495
	Interest	18	15	15	12	9	6	3	-	-	30
		119	119	119	119	119	119	119	49	-	525
Water Treatment Plant \$20M	Principal	1,186	1,223	1,223	1,262	1,301	1,342	1,384	1,428	7,001	13,718
	Interest	481	443	443	405	365	324	282	238	495	2,109
		1,667	1,666	1,666	1,667	1,666	1,666	1,666	1,666	7,496	15,827
Water Treatment Plant \$3M	Principal	172	179	179	186	193	200	207	215	1,117	2,118
	Interest	88	82	82	75	68	61	53	46	100	403
		260	261	261	261	261	261	260	261	1,217	2,521
Water Treatment Plant \$0.839M	Principal	48	50	50	52	54	56	58	60	317	597
	Interest	27	25	25	23	21	18	16	14	30	122
		75	75	75	75	75	74	74	74	347	719
Submarine Intake Line \$20M	Principal	-	-	-	-	437	1,073	1,108	1,143	16,239	19,998
	Interest	-	-	-	-	261	603	568	533	3,174	5,138
		-	-	-	-	698	1,676	1,676	1,676	19,413	25,137
Aquatic Centre \$34M	Principal	-	-	-	-	512	1,255	1,296	1,337	29,600	34,000
	Interest	-	-	-	-	445	1,040	1,000	958	8,468	11,911
		-	-	-	-	957	2,295	2,296	2,295	38,068	45,912
Total	Principal	1,507	1,556	1,556	1,607	2,607	4,039	4,169	4,232	54,274	70,926
	Interest	613	566	566	515	1,169	2,052	1,922	1,789	12,268	19,714
		2,120	2,122	2,122	2,122	3,776	6,091	6,091	6,021	66,541	90,639

LONG-TERM DEBT

Legal Borrowing Limit

Year	Legal Limit (\$000's)	Debt Balance (\$000's)	Remaining Debt Balance (\$000's)	Debt Service Limit (\$000's)	Actual/ Forecasted Debt Service (\$000's)	Remaining Debt Service (\$000's)
2017	120,013	51,951	68,062	15,002	8,349	6,653
2018	127,056	51,063	75,993	15,882	13,951	1,931
2019	130,087	43,427	86,660	16,261	7,390	8,871
2020	135,580	41,820	93,760	16,947	6,231	10,716
2021	136,912	44,417	92,495	17,114	9,628	7,486

Notes:

- (1) According to Section 167 of Cities, Towns and Villages Act, borrowing limit is two times total eligible revenue and debt service is 25% of revenue.
As of December 31/2017, the utilisation of debt limit and debt service was 40.19% and 87.84% respectively. The latter was mainly due to the 2017 uncompleted capital contracts \$7.2 million which was higher than normal amount of about \$2 million.
- (2) It is based on the borrowing of \$11 million and \$23 million for Aquatic Centre in 2019 and 2020 respectively.
- (3) It is based on the borrowing of \$20 million for the Submarine Intake Line in 2020
- (4) Debt balance includes balances of long-term debts, financial commitments and net liabilities.
- (5) Debt service includes payment of debts, commitments and guarantees and liabilities in the following 12 months less deductibles.
- (6) The debt balance and debt service for 2019 to 2021 are projections only and is based on the assumption that the uncompleted capital contracts will be \$2 million annually.
- (7) The borrowing and debt servicing limits depend on the financial position of the City at the time of borrowing in terms of eligible revenues, financial commitments, committed and unfinished capital projects etc. So the City's actual borrowing capacity has to be finalized with MACA at the time of borrowing.
- (8) The debt balance included the debts related to local improvement costs in the Yellowknife Condominium Corporation No. 8 Mobile Home Park and Stage 2, Phase 7, Niven Lake Sub-division.



10-YEAR CAPITAL PLAN (2019 – 2028)

The 10-Year Capital Plan (“Plan”) reflects the capital expenditures that the City is forecasting for that period. The plan identifies the investments that will be required to maintain infrastructure, address environmental issues and deal with growth.

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 2019, 2020 and 2021 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document. 2022 – 2028 numbers are based on the best estimates of required future investments and anticipated funding levels.
- 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 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.

10-YEAR CAPITAL PLAN

There are three primary grant sources used for capital funding:

Funding	Source	Description
Formula Funding	GNWT	The City's population, property assessment values and inflation rate are used to calculate the City's community points relative to the total of all communities' points in the Northwest Territories (NWT). The community points are then used to determine the annual allocation amount to each community. It is estimated that the City will receive \$7.8 million annually over the course of this Plan.
Gas Tax Rebate	Federal Government	This long-term indexed funding is determined on a per capita basis. It is assumed that the City will receive \$5.5 million plus inflation annually for the next ten years.
Community Public Infrastructure Funding (CPI)	GNWT	This territorial funding is calculated using a base-plus approach. The City is allocated 2% of the total funding available – the base. The City's population and current replacement value of its public infrastructure are used to calculate its community points relative to the total of all communities' points in the NWT. The community points are then used to determine the balance of the CPI allocated to each community. It is estimated that the City will receive \$2.2 million annually for the next ten years.



10-YEAR CAPITAL PLAN

INFRASTRUCTURE INVESTMENT

Currently, the planned capital expenditures over the next 10 years total \$222.8 million. The City is striving to maintain a sustainable investment in infrastructure; however, due largely to the proposed submarine intake line replacement (\$28 million) and new Aquatic Centre (\$49.8 million), the capital reserve is expected to be in a deficit position in 2025.

In 2020, the City is planning to borrow \$20 million for the submarine intake line and \$34 million for the aquatic centre. **If the City does not receive other sources of financing, the significantly rising debt burden could approach 124% of operational revenue by 2020, up from 61% in 2017.** However, both the debt and debt servicing are anticipated to be within the legal limits.

10-YEAR CAPITAL INVESTMENT PLAN	2019 TO 2021 Budget											2019 to 2028	
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	10 Year Total
Planned Expenditures (\$000):													
General Government	948	1,077	848	624	579	690	690	690	690	690	690	690	6,881
Others	350	505	320			90	90	90	90	90	90	90	950
IT Reserve	598	572	528	624	579	600	600	600	600	600	600	600	5,931
Public Safety	569	581	405	225		400	400	400	400	400	400	400	3,430
Safety/Safety Equipment	130	125	355	225									580
Firehall	439	456	50										50
Community Services	687	1,115	2,954	30,181	20,197	3,981	2,500	2,504	2,504	800	800	800	67,220
Arenas	160	160											0
RIMP		120											0
Aquatic Centre		75	1,750	28,830	19,220								49,800
Outdoor Recreation Facility						3,393	1,700	1,704	1,704				8,500
Parks/ Trails		420	245	770	410								1,425
Community Services Others	527	340	959	581	567	588	800	800	800	800	800	800	7,495
Public Works	22,831	21,073	11,967	23,341	22,483	14,740	11,240	11,240	11,240	11,240	11,240	11,240	139,971
Water & Sewer Capital Replacment	15,918	13,691	3,840	4,895	3,028	3,000	3,500	3,500	3,500	3,500	3,500	3,500	35,763
Other Water & Sewer Projects			3,045	1,350	1,100	700	700	700	700	700	700	700	10,395
Water Treatment Plant													0
Submarine Intake Line				14,000	14,000								28,000
Lifstation Upgrades						300	300	300	300	300	300	300	2,100
Public Transit			50										50
Roads & Sidewalks	3,743	5,005	3,255		2,900	4,500	4,500	4,500	4,500	4,500	4,500	4,500	37,655
Solid Waste Management	775	850	100			440	440	440	440	440	440	440	3,180
Construction of New Cell						4,000							4,000
Community Energy Plan	1,305	400	470	1,770	120	500	500	500	500	500	500	500	5,860
Fleet Management	1,090	1,127	1,207	1,326	1,335	1,300	1,300	1,300	1,300	1,300	1,300	1,300	12,968
Planning and Development	325	100	25		50	750	750	750	750	750	750	750	5,325
Total	25,360	23,946	16,199	54,371	43,309	20,561	15,580	15,584	15,584	13,880	13,880	13,880	222,827
Total Available	26,941	23,268	17,998	81,407	18,090	13,891	13,691	14,402	14,052	14,771	13,941	15,046	217,289
Surplus(Deficit)	1,581	(678)	1,798	27,033	(25,221)	(6,670)	(1,889)	(1,181)	(1,531)	891	61	1,166	
Closing balance	7,093	6,953	8,751	35,784	10,566	3,895	2,007	825	(706)	185	247	1,412	

Assumptions:

- (1) Based on the transfer from General Fund \$1.7 M from 2022 onwards.
- (2) Based on 15-year loan of \$20M at 3.16% in 2020 for submarine intake line.
- (3) Based on 20-year loan of \$34M at 3.16% in 2020 for new Aquatic Centre with an estimated project cost of \$49.875M.
- (4) The net operating cost of \$3.2M of new aquatic centre has not been taken into consideration.

10-YEAR CAPITAL PLAN

MAJOR CAPITAL PROJECTS

General Government

Currently the planned investment in Information Technology infrastructure totals \$6.9 million over the next ten years. This reflects regular, incremental expenditures to ensure the infrastructure continues to meet the increasing demands being placed on it.

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 was established at the Fire Hall to provide a more stable platform from which to manage emergency situations and deal with incoming calls for service. In 2019, the City is planning to conduct a Fire Hall Study to assess the building's capacity relative to current requirements.

The planned expenditures over the next ten years on safety equipment and the Fire Hall total about \$3.4 million.

Community Services

The Ruth Inch Memorial Pool is reaching the end of its lifespan and the City is considering the development of a new Aquatic Centre. In February 2018, Council established the Aquatic Centre Advisory Committee (ACAC) to assist the City in an advisory capacity regarding the development of an Aquatic Centre. Its role was to provide direct input through the community consultation process and to build consensus within the community on the current and future needs of the community relating to the development of an Aquatic Centre. These efforts contributed to the Pre-Design report that reflects what this facility could look like and the features and services it

could provide. This report was presented to Council in October of 2018, and identified an expected price tag of \$49.8 million for the facility. It is recommended that funding be allocated in 2019 to secure the services of an architectural and engineering firm to complete the detailed facility design and develop more specific cost estimates, with a view to allocating additional resources in 2020 for construction,

During the development of the new Aquatic Centre, the Ruth Inch Memorial Pool (RIMP) will remain in full operation. At the conclusion of the construction, aquatic operations at RIMP will cease. This will present a potential opportunity to repurpose the facility into a use other than a pool but one that still serves the needs of the community. The cost for this has yet to be determined and will be based on the final end use of the facility.

The recent Accessibility Audit identified a number of barriers in City facilities, and established a ten-year plan to address them with a total cost of approximately \$5 million. The Implementation Plan accepted by Council recommends a phased approach that resolves the most significant issues first.

Starting in 2022 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 the four-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, total \$67.2 million over the next ten years.

In 2019, the Niven Lake Ravine Multi-use trail will be developed, funded by Land Development Fund.

As well, a new library to address the growing need for additional capacity is also projected but not yet funded. The anticipated cost for a new library is still being worked out; however it could potentially be offset by between \$2 million and \$3 million by selling 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 in 2018. While this will specifically address the CMP; the City is also planning further work to replace other aging underground water and sewer infrastructure. Over the next ten years the City will invest \$35.8 million in this area.

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 quality water. Expansion of the water reservoir 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.

City water is currently drawn from the Yellowknife River via an underwater pipeline, which runs about eight kilometers between Pumphouse # 2 at the Yellowknife River and Pumphouse # 1 on 48th Street. The pipeline is expected to reach its end of service

life by 2020. If Council decides that the City should continue to draw water from the Yellowknife River, an estimated \$28 million will be required to replace the pipeline, necessitating an external borrowing of \$20 million.

Historically, a majority of the road rehabilitation program was 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 was 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 \$37.7 million in this effort. 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 properly maintained to meet the service levels expected by residents. Over the next ten years, the City has budgeted \$13 million for fleet replacement.

Solid Waste Management

Landfill Expansion – The current cell of the landfill will be at capacity in the near future. In 2017 the City moved the majority of its operations to a new cell which cost \$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, at an estimated cost of \$4 million.

Over the next two years the City will continue implementation of

10-YEAR CAPITAL PLAN

the Strategic Waste Management Plan developed in 2018. This plan will help the City work towards the recommended goal of reducing waste generation from the current estimate of between 1,200 and 2,000 kilograms per capita to 500 kilograms per capita by 2030.

The planned expenditures over the next ten years are \$3.4 million for maintaining the Solid Waste Facility and replacement of equipment.

Council has adopted a Community Energy Plan (CEP) to support the community in its efforts to reduce emissions and to ensure that the City leads by example. It provides a framework for reducing the cost of energy use 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 updated plan sets out ambitious targets on both the Corporate and Community side with respect to GHG emission reductions and renewable energy use. The City is planning to spend \$5.7 million over the next ten years on CEP initiatives.

Planning and Development

The Community Plan renewal is anticipated to be completed in 2019. The Plan sets out the City's community planning goals, policies, regulations, growth assumptions and ways to accommodate and spur the type growth stakeholders desire. It will establish long term land use goals for the community and form the basis for future land acquisition from the Territorial Government. Alongside the Community Plan renewal is the continued implementation of the Planning & Development Operational Review Recommendations which will bring forward changes to the land pricing system, land disposal process as well as additional changes to the business

practices within the building inspections function at the City of Yellowknife. The focus on downtown revitalization will impact changes to the Development Incentive By-law, with proposed amendments in 2019.

The planned expenditures in this area over the next ten years total \$5.3 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 is required to support a sustainable capital investment strategy, in addition to 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 City Hall, Library renovations and potentially the new Aquatic Centre. In 2020, the City is planning to use \$3.12 million from MCFR to fund the aquatic centre. 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 should be a Capital Reserve in place to meet demand arising from emergency and/or unbudgeted events. The reserve will be about \$1.4 million to be accumulated over the next ten years.

LONG-TERM DEBT

In 2013 the City borrowed \$23.9 million, repayable over 15 years, to finance the Water Treatment Plant. This enabled it to dedicate the Gas Tax funding to accelerate other capital projects and to complete the CMP program by 2018.

The City is planning to borrow \$20 million to finance the replacement

of the submarine intake line and another \$34 million will be required if Council and the public decide to build a new Aquatic Centre.

It is anticipated that the City's long-term debt will decrease from \$18.5 million in 2017 to \$16.9 million by the end of 2018. However, if the City borrows \$20 million for the underwater pipeline and \$34 million for the proposed Aquatic Centre, its annual debt servicing cost will climb from \$2.1 million in 2019, \$3.8 million in 2020, and \$6.1 million in 2021.

If the City does not receive other sources of financing, the debt burden could approach 124% of operational revenue by 2020, up from 61% in 2017. The City, however, has been trying to secure other sources of funding to reduce our debt burden and will continue to do so.

SUMMARY

Over the next ten years, the City's planned annual capital expenditures will average \$22.3 million.

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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

