



CITY OF YELLOWKNIFE
NORTHWEST TERRITORIES, CANADA

2016 Budget Update



Larry Elkin, Skyline of Frame Lake

Programs

Services

Capital Improvement Plan



CITY OF YELLOWKNIFE

THE CITY OF YELLOWKNIFE, NORTHWEST TERRITORIES 2016 Budget Update—Programs, Services and Capital Improvement Plan

COMMUNITY VISION

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

COUNCIL MISSION

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

CORPORATE VISION

To be an inclusive and well managed community.



Photo by: Yuichi Takasaka



CITY OF YELLOWKNIFE



City Council, left to right:

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

City Administration

City Administrator:

Director of Corporate Services:

Director of Communication & Economic Development:

Director of Public Works & Engineering:

Director of Community Services:

Director of Public Safety:

Director of Planning & Development:

City Auditors:

City Bankers:

City Solicitors:

Dennis Kefalas

Jeff Dalley

Nalini Naidoo

Chris Greencorn

Grant White

Dennis Marchiori

Jeffrey Humble

Crowe MacKay LLP

TD Canada Trust

McLennan Ross LLP





CITY OF YELLOWKNIFE



Top Pix Photo by :
Gilbert Guevarra

GFOA AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Yellowknife for the annual budget beginning January 1, 2014. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.



CITY OF YELLOWKNIFE



PREPARED BY THE CITY OF YELLOWKNIFE

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SUPPLEMENTARY BUDGET MESSAGE

December 14, 2015

At the Council meeting held December 14, 2015, Council approved changes to the draft 2016 – 2018 Budget as follows:

That the budget be:

- Increased by \$85,909 to include a new maintainer for the Centralized Boiler System;
 - Reduced by \$23,800 for savings in heating fuel and pellet heating from the Centralized Boiler System;
 - Increased by \$75,000 to include an Operational Review within the Mayor and Council budget;
 - Reduced by \$50,900 by removing the Fire Code Inspector;
 - Revenues be decreased by \$56,000 for the removal of the Fire Code Inspector;
 - Reduced by deleting the transfer to the Capital Fund in the amount of \$1,146,000;
 - Reduced by deleting the Tourism Kiosk in the amount of \$25,000 Revenue and \$50,000 Expenditure;
 - Reduced by deleting the Solar Panels in the amount of \$160,000;
 - Reduced by deleting the Community Outreach for the Community Energy Plan in the amount of \$20,000;
 - Reduced by deleting the Air Source Heat Pumps for the Community Energy Plan in the amount of \$12,000;
 - Increased by adding a Centralized Boiler System in the amount of \$1,075,000;
 - Reduced by decreasing the 2016 IT Total Budget by 7% in the amount of \$36,400;
 - Reduced by deleting the Fieldhouse Multi-purpose floor in the amount of \$190,000;
 - Reduced by deleting the re-surfacing of McMahon Frame Lake Trail in the amount of \$180,000;
 - Increased by increasing the YK Rotary Park trail extension from \$13,000 to \$20,000;
 - Reduced by deleting the Spray Park at Somba K'e Civic Plaza in the amount of \$570,000;
 - Increased by combining the 2016 to 2018 Budget for City Hall Upgrades from \$20,000 to \$50,000 for completion in 2016;
 - Reduced by reducing the 2016 Radar Equipment Replacement from \$15,000 to \$10,000 in 2016 and defer \$5,000 to 2017;
 - Reduced by deleting the Cams Safety Link Status Keeping Software in the amount of \$67,000;
 - Reduced by deferring the Fire Safety House to 2017 in the amount of \$100,000;
 - Amended to include an Engineer's Structural Report within the \$80,000 allocation for the Fire Hall Foundation Repairs;
 - Reduced by deferring the replacement of Fleet #1164-06 an F150 pick-up in the amount of \$35,580;
 - Reduced by deferring the three-year project for the 50/50 Street Revitalization by one year in the amount of \$1,600,000;
 - Reduced by reducing the General Fund by \$271,000;
 - Increasing the Capital Budget by \$250,000 within the Service Connection Failure Assistance Program;
 - That the proposed tax increase be reduced to zero by transferring the surplus funds to the Capital Fund; and
 - That Council approve the 2016 Draft Budget with revenues of \$66,849,000, debt principal repayments of \$1,460,000, expenditures of \$79,612,000 including Capital Investment of \$20,492,000, amortization of \$12,837,000 be approved; and that Council adopt the 2017 and 2018 Budget in principle.
-

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BUDGET MESSAGE

Budget Summary

The City of Yellowknife is budgeting revenues of \$67,678,000 in 2016. This represents total revenues from all funds and sources, as identified below and in Figure 1: 2016 Budget Total Revenue,

- \$22.4 million (33.16%) from user charges.
- \$26.7 million (39.42%) from taxation.
- \$15.7 million (23.23%) from government transfers.
- \$2.8 million (4.19%) from land sales.

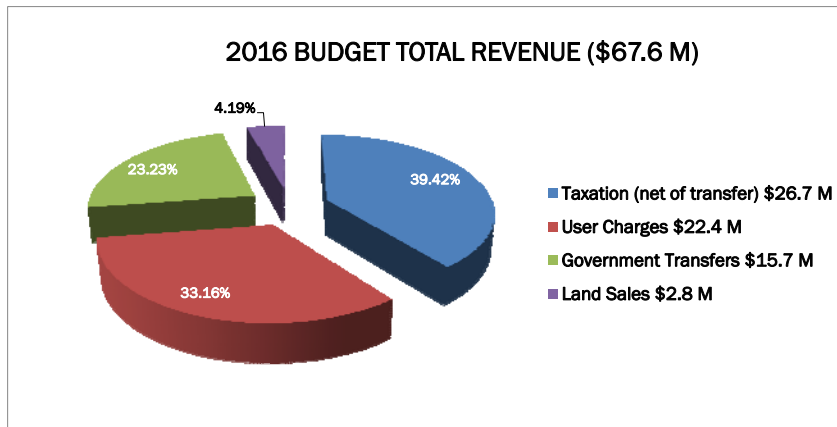


Figure 1: 2016 Budget Total Revenue

Total expenditures, net of amortization expense, will be \$68,638,000. The allocation of those expenditures is identified in Figure 2: 2016 Budget Total Expenditures, below:

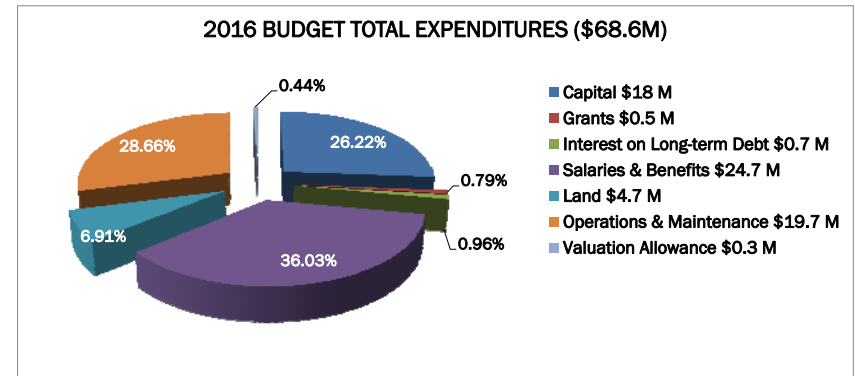


Figure 2: 2016 Budget Total Expenditures

BUDGET MESSAGE

General Fund

The General Fund includes municipal services and programs not accounted for in other funds, such as recreational programs and fire and emergency services. The activity costs are recovered through:

- municipal property taxes.
- user fees.
- grants from other levels of government.

Since the 2012 budget, the City of Yellowknife has developed a Municipal Pricing Index (MPI) to demonstrate what the inflationary pressures are on the City's expenditures.

Using the MPI, and accounting for revenue growth, the City can demonstrate the necessary tax increase required to meet inflationary pressures on operations. The MPI is reviewed each year and adjustments made as necessary.

The 2016 MPI is 4.1%.

- This equates to an additional \$1,427,000 in added expenditures.
- The assessment growth of 1.38% will result in \$301,000 of new tax revenue.
- Thus, the required additional revenue would be \$1,126,000 which would require a tax increase of 4.33%.

4.33% is the sustainable tax increase without considering:

- User fee increases.
- Expenditure growth not related to inflation.
- Increase the transfer to Capital Fund to meet our long-term infrastructure needs.

However, Administration proposes a 2.87% tax increase for 2016 Budget. Please refer to the rest of the General Fund section for details.

The City is experiencing inflationary and growth-driven cost increases to provide existing services to the residents. The City is forecasting cost increases to provide increased service levels and to support new programs.

- The total net change in operating expenses is \$780,978.
- The net increase in operating revenues is forecasted to be \$666,635.
- An increase in the transfer to the Capital Fund of \$531,600 is recommended in this budget.

The most significant changes in revenues and expenditures are shown in the table on Page 5.



BUDGET MESSAGE

Table 1: Proposed Budget Adjustments

Adjustments in Proposed 2016 Budget									
	Existing Standard				Service Level Changes			2016 Impact	
	FTE's	Inflation	Growth	Sub-total	FTE's	Service Level Changes	New Service/Program		
GENERAL FUND									
Operating Expenditures									
Salaries and Wages		723,958		723,958	1.00	50,252	50,900	101,152	825,110
Bad Debts			100,000	100,000					100,000
Webcasting & Teleconferencing		10,700		10,700					10,700
Mayor & Council O&M		4,000		4,000					4,000
Other Administration O&M		4,200	24,390	28,590					28,590
Increase in Communications & Econ. Dev. O&M		10,444		10,444					10,444
Other IT O&M		48,900	138,875	187,775					187,775
Insurance Premium			27,300	27,300					27,300
Library Occupancy Fee		5,224		5,224					5,224
Public Safety O&M		37,375		37,375					37,375
Pulic Works O&M		24,745	22,800	47,545					47,545
Vehicle O&M & Fuel		12,146		12,146					12,146
		881,692	313,365	1,195,057	1.00	50,252	50,900	101,152	1,296,209
Cuts to Operating Expenditures									
Reduction in Power Cost Mostly Due to Changes To LED Streetlights						(87,521)		(87,521)	(87,521)
Reduction in Heating Fuel and Pellet Heating						(266,800)		(266,800)	(266,800)
Reduction in Corporate Services Other O&M						(11,350)		(11,350)	(11,350)
Reduction in Community Services Other O&M						(19,500)		(19,500)	(19,500)
Reduction in Planning & Development O&M						(5,400)		(5,400)	(5,400)
Reduction in Election/ Plebiscite						(40,000)		(40,000)	(40,000)
Reduction in Grants to Exempt Properties						(47,000)		(47,000)	(47,000)
Reduction in Financial Charges						(37,660)		(37,660)	(37,660)
		-	-	-	-	(515,231)	-	(515,231)	(515,231)
Net Change in Operating Expenditures		881,692	313,365	1,195,057	1.00	(464,979)	50,900	(414,079)	780,978
Change in Operating Revenues									
Assessment Growth (excluding Mill Rate Increase)									(301,000)
Increase in Public Safety User fees									(130,000)
Increase in Corporate Services Fees & Penalties									(31,100)
Increase in Building Inspections User fees									(119,000)
Increase in Transfer to Capital Fund for Asset Management									531,600
Increase in Community Services User Fees									(25,735)
Increase in Public Transit Revenue									(19,400)
2015 Budget Allocated from General Fund Surplus									100,000
Increase in Transfer from SWM & W&S Fund									(40,400)
									745,943
Tax revenue increase required resulting from recommended adjustments									2.87%

BUDGET MESSAGE

The table on the previous page shows that an additional \$881,692 is required due to inflationary pressures, in order to maintain existing service levels.

This includes:

- \$723,958 in negotiated salary increases and increments
- \$10,700 in webcasting and teleconferencing
- \$5,224 in library occupancy fees
- \$12,146 in vehicle O&M and fuel
- \$129,664 in other increased O&M costs across all departments

\$313,365 in cost increases related to growth of existing service levels:

- bad debt \$100,000.
- insurance premium \$27,300
- IT software maintenance and acquisitions \$138,875
- legal fees and labour relations \$24,390
- sign maintenance materials and snow removal contracted costs \$22,800

The additional expense due to service level increases and new programs is \$101,152. The primary increase is related to new full time employees (FTE) which are being proposed to address new services/programs and enhance service delivery.

- \$50,900 for Fire Code Inspector
- \$13,830 for Homelessness Coordinator (0.75 of year to full year)
- \$36,422 for Municipal Enforcement Officer 1 (0.5 year to full year)

This budget also proposes a total of \$515,231 in expenditure reductions.

This includes:

- \$87,521 reduction in power cost, mainly due to the change of LED streetlights
- \$266,800 reduction in heating fuel and pellet heating
- \$11,350 reduction in other O&M, Corporate Services
- \$19,500 reduction in other O&M, Community Services
- \$5,400 reduction in other O&M, Planning & Development
- \$40,000 reduction in elections/plebiscites
- \$47,000 reduction in grants to exempt properties
- \$37,660 reduction in financial charges

General Fund Summary

Net increase in operating expenditures	\$ 780,978
Net increase in revenue	\$ 666,635
Increase in transfer to Capital Fund	\$ 531,600
2015 Budget allocated from General Fund Surplus	<u>\$ 100,000</u>
Revenue shortfall	\$ 745,943

This represents a proposed 2.87% tax increase.

A 2.87% tax increase for an average homeowner with property assessment value \$300,000 means:

- \$52 increase in municipal taxes per year
- \$17 increase in taxes for each \$100,000 of assessed value

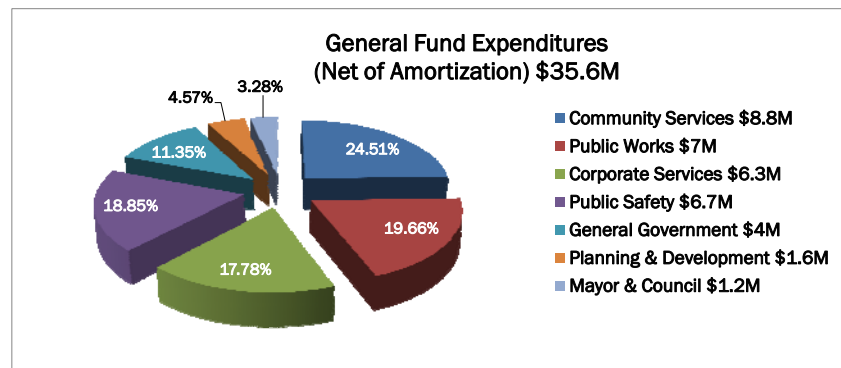


Figure 3: General Fund Expenditures

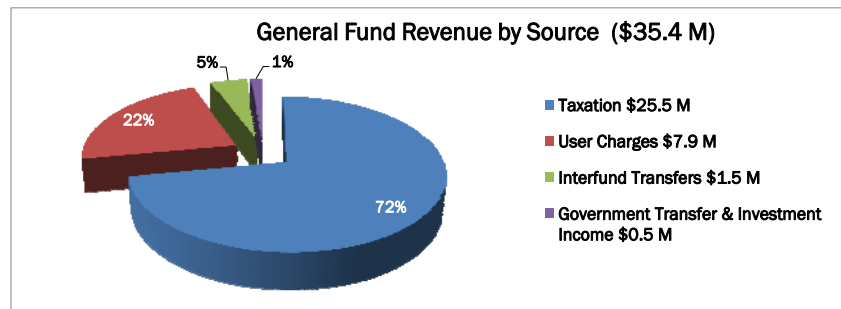


Figure 4: General Fund Revenue by Source



BUDGET MESSAGE

Water and Sewer Fund

The Water and Sewer Fund is allocated to all aspects of establishing, operating and maintaining buildings, equipment and work related to the supply and process of:

- potable water
- distribution of potable water
- collection, treatment and disposal of sewage

These costs are recovered through charges to service users.

Due to a forecasted negative closing balance of \$755,000 in 2015 and the cost of operating the new water treatment plant, the Water and Sewer Fund needs to be closely monitored.

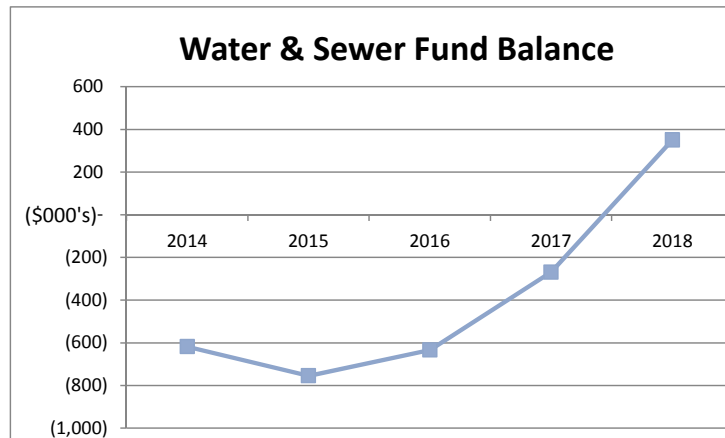


Figure 5: Projected Growth of Water & Sewer Fund Balance

In order to balance this fund in 2018, the following actions are proposed to ensure the sustainability of the Water and Sewer Fund:

- rate increases of 3% in 2016
- rate increase of 4% in 2017
- rate increases of 4% in 2018
- transfer from Water & Sewer Fund to Capital Fund is reduced to \$778,000 for 2016 to 2018 until this Fund is balanced

- Infrastructure replacement levy increases from \$10.5 to \$12 per equivalent residential unit (ERU) per month starting from 2016 onwards. This levy is used to finance the replacement of water and sewer infrastructure in the Capital Fund.

The City will continue to review the water and sewer rate structure and water consumption to ensure continued improvement of the financial position of the Fund.

Land Development Fund

The Land Development Fund provides the finances to acquire, develop and dispose of municipal lands.

- the Land Development Fund is projected to be in a surplus position of \$2.9 million by December 31, 2015
- as of December 31, 2014, the City is holding 60 lots at a cost of \$5.8 million and an estimated resale value of \$15.5 million

BUDGET MESSAGE

Solid Waste Management Fund

The Solid Waste Management Fund encompasses the collection, processing and recycling of solid waste including:

- Landfill operation.
- Baling facility operation and maintenance (recycling, sorting and shipping).

The direct and indirect costs are recovered through the following user fees:

- \$19 solid waste levy for single family residences.
- Tipping fees collected at the landfill for multi-family (five units or more) and commercial/industrial operations.

The user pay principle encourages residents and businesses to reduce, recycle and reuse.

- The fund is slowly improving with a forecasted operating surplus of \$489,000 in 2015.
- Due to large negative fund balance from previous years, it will have a negative fund balance of \$706,000 in 2015.
- Expenditures have been reviewed and closely monitored.
- Increase in user fees 2.5% each year for the next four years (2016 to 2019).
- The fund will balance in 2019.

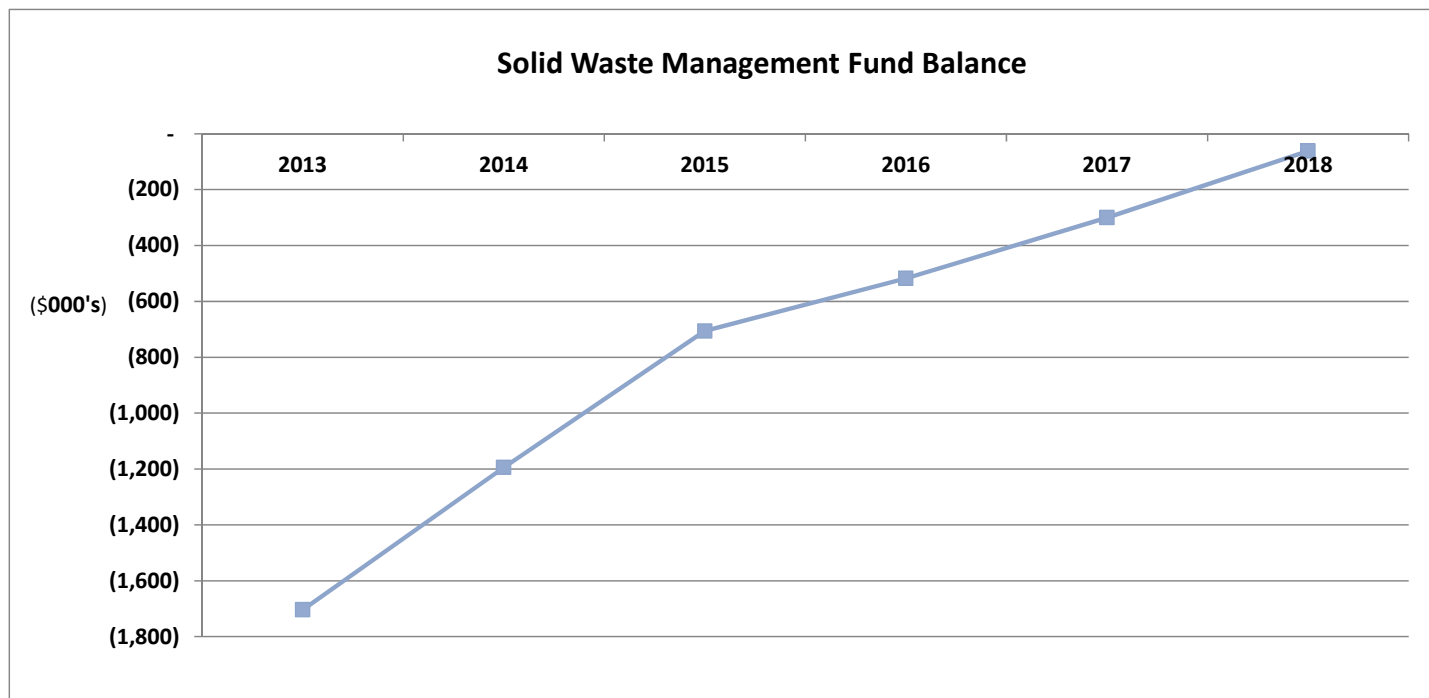


Figure 6: Projected Balance of the Solid Waste Management Fund



BUDGET MESSAGE

Capital Fund

The Capital Fund accounts for capital projects relating to the delivery of services and programs.

The City has completed a long-term Asset Management Plan (presented to Council during the 2013 – 2015 budget deliberation) and discussed in the 10-Year Financial Plan section of the budget document.

The Asset Management Plan identifies the City's targeted investments over the next 10 years.

- the 2016 – 2018 Budget recommends that City Council commit to the Capital Investment Plan for the next five years

Major areas addressed in the next five years are:

- completion of Corrugated Metal Pipe Replacement project by 2017 (\$7.1 million)
- investment in roads and sidewalks replacement and overlay \$17.2 million through 2020
- investment in other water and sewer infrastructure through 2020 (\$14.2 million)
- replacement of existing submarine intake line from the Yellowknife River starting in 2019 through 2020 (\$20 million)
- new swimming pool in 2020 and 2021 (\$25 million)
- outdoor recreation facility in 2018 (\$3.4 million)
- new landfill cell construction in 2016 (\$3.5 million)

Sustaining the Asset Management Plan over a 10-year period will position the City to maintain a sustainable investment in infrastructure through 2025 including:

- water and sewer system \$59.2 million
- other pumping and lift stations \$9.5 million
- road and sidewalks \$34.7 million

By following this plan the City of Yellowknife will reduce the major infrastructure gaps by 2017.

The City's future Capital plans rely heavily on funding sources outside of the City's control. Grants from the federal and territorial governments are expected to continue but not guaranteed. The long-term future of these funding arrangements has become more certain as the current federal government has entrenched the Gas Tax Rebate program in budget legislation.

The Long-Term Capital Plan assumes:

- an additional \$531,600 will be transferred from the General Fund to the Capital Fund in 2016
- this increases the transfer to \$1.146 million for 2016 and \$1.7 million for 2017 and beyond.
- borrowing \$20 million (\$1 million in 2019 and \$19 million in 2020) to finance the replacement of submarine intake line at 5% interest, repayable over 15 years.

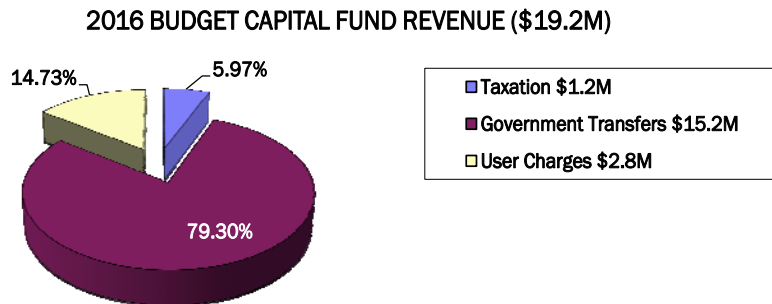
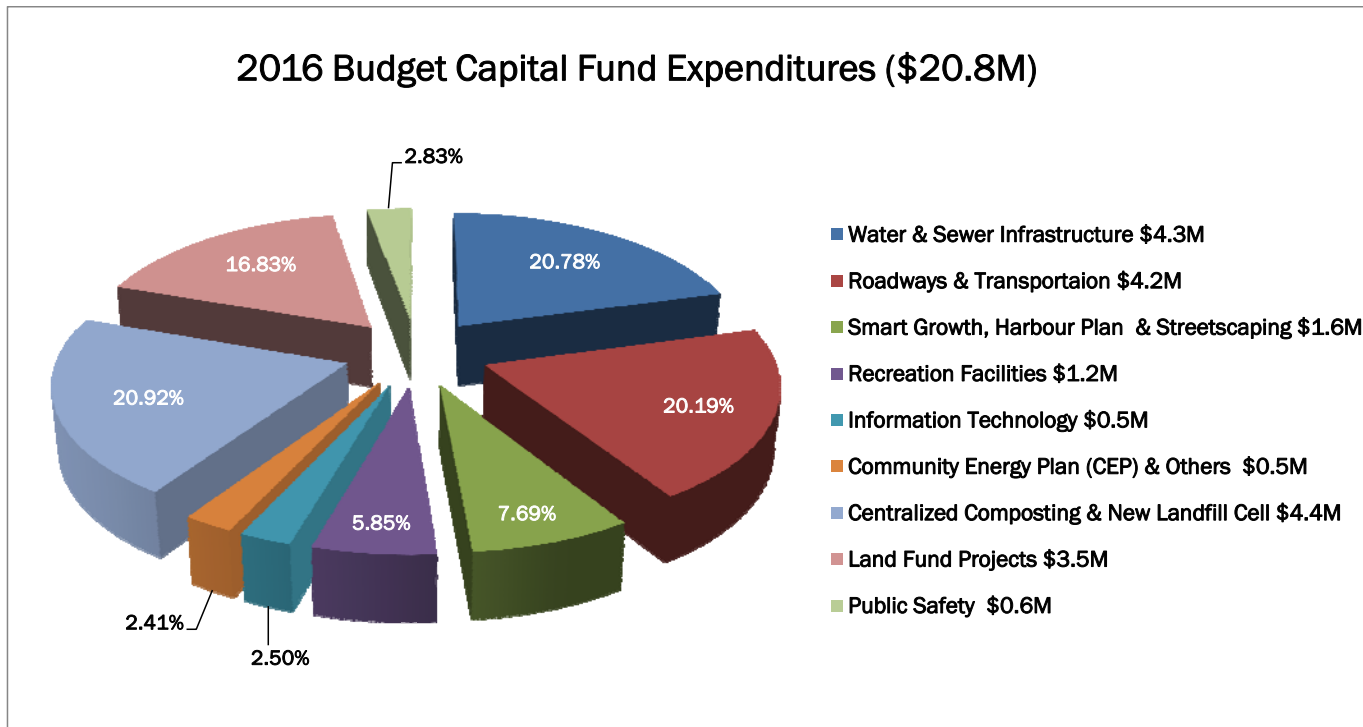


Figure 7: 2016 Budget Capital Fund Revenue



City Council adopted the following Goals and Objectives at its meeting on May 27, 2013:

Goal #1: BUILDING A SUSTAINABLE FUTURE

Objectives:

- 1(a) Realize Opportunities to Encourage Economic Growth and Diversity.
- 1(b) Continue to Have a Sustainable and Practical Approach to Infrastructure Deficit Reduction.
- 1(c) Emphasize Fairness, Value and Transparency in Financial Decisions, Program Delivery and Land Administration.
- 1(d) Facilitate and Support Sustainable Development.
- 1(e) Advance the City's Financial Interests with other Orders of Government.

Actions:

- 1.1 Develop an Economic Development Strategy.
- 1.2 Develop a Tourism Strategy.
- 1.3 Opportunities for Small Business (incubate).
- 1.4 Branding Strategy.
- 1.5 Implement Asset Management.
- 1.6 Contract Reporting.
- 1.7 Regular Departmental Operational Reviews.
- 1.8 Review Budget Document / Process.
- 1.9 Streamline Permitting Process.
- 1.10 Review Land Administration By-law (including Land Fund).
- 1.11 Develop Strategy for Lobbying Other Orders of Government to advance the City's Interests.
- 1.12 General Plan Overview and Analysis.
- 1.13 Framework for Triple Bottom Line.
- 1.14 Negotiate the Transfer of a portion of Hwy 4 (Niven Gate to 49th Ave).
- 1.15 Establish an Economic Development Committee / Strategy / Task Force.
- 1.16 Determine the City's option in Affordable Housing.
- 1.17 Explore policy options to mitigate future infrastructure deficit.
- 1.18 Pursue resolution of Harbour jurisdiction.

(cont'd ...)

Goals and Objectives (... cont'd)

Goal #2: STEWARDS OF OUR NATURAL AND BUILT ENVIRONMENT

Objectives:

- 2(a) Maintain, Respect, Preserve and Enhance the Natural Environment, Natural Heritage and Green Space.
- 2(b) Improve Transit, Roads, Sidewalks, Recreation Facilities and Trails with an Emphasis on Active and Healthy Living Choices.
- 2(c) Develop Smart and Sustainable Approaches to Energy, Water and Sewer, Waste Management and Building Systems.
- 2(d) Promote a Range of Commercial, Residential and Institutional Development and Revitalization Opportunities.
- 2(e) Maintain and Enhance Core Services and Adapt to Changing Needs.
- 2(f) Fully Implement and Sustain a Customer Service Culture.
- 2(g) A Sense of Personal and Community Safety.

Actions:

- 2.1 Readdress regulations of Capital Area Strategy.
- 2.2 Consult and implement Harbour Plan initiatives.
- 2.3 Continue to explore alternative energy solutions.
- 2.4 Develop an implementation plan for Downtown Revitalization.
- 2.5 Develop a Customer Service Model of Excellence.
- 2.6 Review and revise the Waste Management Strategic Plan.
- 2.7 Explore options for improved and enhanced public transit.
- 2.8 Tourism Kiosk in Old Town.
- 2.9 Parking in Downtown Core.
- 2.10 Behaviour By-law.
- 2.11 Review of Smart Growth Principles.
- 2.12 Promote efficient and safe salvaging / recycling at Solid Waste Facility by creating a mechanism to create safe and organized salvaging / recycling.
- 2.13 Investigate options for curbside compost / recycling.
- 2.14 Renew CEP beyond 2014.
- 2.15 Increase local food security / production.
- 2.16 Investigate innovative financing mechanisms related to energy use.
- 2.17 Improve the safety, connectivity & efficiency of Yellowknife's pedestrian, cycling and multiuse pathways.
- 2.18 Create a safer, cleaner and vibrant city.

(cont'd ...)



Goals and Objectives (... cont'd)

Goal #3: ENHANCING COMMUNICATIONS AND COMMUNITY ENGAGEMENT

Objectives:

- 3(a) Celebrate Community Participation and Volunteerism.
- 3(b) Promote Heritage, Culture, Arts and other Unique Characteristics of Yellowknife.
- 3(c) Ensure Transparency, Accountability and Reporting.

Actions:

- 3.1 Develop and implement a Communications Plan.
- 3.2 Highlight volunteer opportunities with the City.
- 3.3 Develop a Master Plan for Heritage, Culture and Arts.
- 3.4 Develop online tools to connect volunteers to organizations.
- 3.5 Profile existing significant buildings for commemorative purposes with appropriate identification plaque.
- 3.6 Review and strengthen Council's Code of Conduct and the Election By-law; amend as required.
- 3.7 Review / develop a plan to improve the way written communications is distributed to community (plain language).
- 3.8 Conduct an annual review of Council's Strategic Plan and Report.
- 3.9 Enhance our safe and respectful community for all Yellowknifers (inclusivity).

(cont'd ...)

Goals and Objectives (... cont'd)

Goal #4: CREATING AND SUSTAINING MEANINGFUL RELATIONSHIPS

Objectives:

- 4(a) Develop Prosperity through Strategic Partnerships.
- 4(b) Advance the City's Interest in Responding to Social, Environmental and Economic Issues and their Impacts.
- 4(c) Be Accountable to Residents by Ensuring Open and Accessible Information Flow and Accessible Decision-Making.
- 4(d) Create an Environment of Mutual Respect, Open Dialogue and Teamwork.

Actions:

- 4.1 Highlight Opportunities for Corporate or Individual Sponsorship.
- 4.2 Joint Council Meetings with First Nations organizations.
- 4.3 Strengthen Internal Culture / Relationships (staff).
- 4.4 Measure and Improve Employee Retention.
- 4.5 Investigate Downtown Improvement District.
- 4.6 Work with the GNWT to explore options for improvements to the facilities and lands at the Yellowknife Airport.
- 4.7 Explore Opportunities for Secondary Education.
- 4.8 Review Council (and other) Committees.
- 4.9 Webcasting of Council and Committee meetings.
- 4.10 Build a foundation to address Social Issues.
- 4.11 Collaborate with partners and key stakeholders to advance the interests of Yellowknifers in the Giant Mine site remediation.
- 4.12 Resolve land tenure issues within the City to address Municipal, Territorial and First Nations interest.
- 4.13 Develop a Customer Service Model of Excellence.
- 4.14 Re-examine Territorial legislation that governs the City.
- 4.15 Foster partnerships to promote innovation within the building / development community.



BUDGET SUMMARY

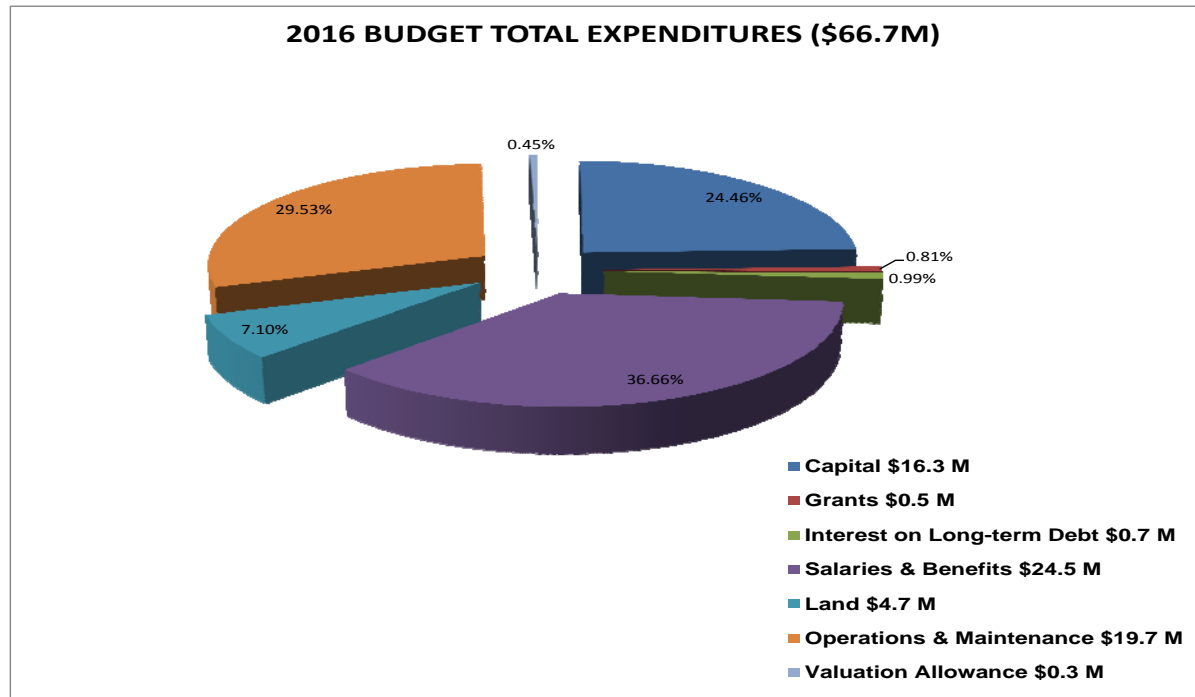
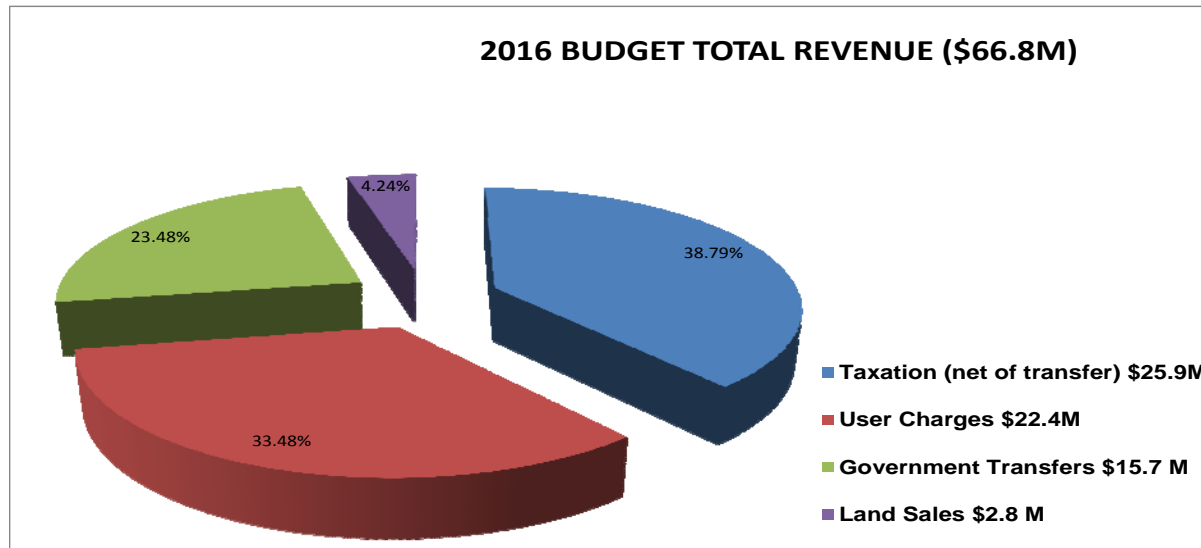
Summary– All Funds	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
Taxation (net of transfer)	25,374	25,585	25,633	25,933	28,021	29,068
Government Transfers	17,320	14,964	15,466	15,699	16,198	15,937
User Charges	21,223	21,526	21,318	22,283	22,865	23,415
Land Sales	3,697	2,415	2,722	2,834	3,934	5,049
Investment Income	617	150	150	100	100	100
	68,231	64,640	65,289	66,849	71,118	73,569
Expenditures (By Function)						
General Government	11,484	12,369	12,483	12,435	12,154	12,771
Community Services	10,444	11,055	11,261	9,026	9,877	13,206
Public Safety	5,972	6,849	6,833	7,107	7,330	7,234
Planning & Development	2,695	2,187	2,719	1,572	3,733	3,089
Public Works	11,738	11,045	11,194	12,885	12,782	13,688
Solid Waste Management	3,803	3,383	2,862	7,026	3,011	2,768
Water & Sewer	38,203	19,354	15,975	10,908	10,496	11,275
Land	1,957	2,132	1,345	4,741	4,042	5,136
Service Connection Failure Assistance	1,370	1,216	1,216	1,076	1,176	1,205
Amortization	11,532	11,389	11,489	12,837	12,875	13,678
	99,197	80,978	77,377	79,612	77,476	84,048
Net Revenue (Expenditures)	(30,966)	(16,338)	(12,088)	(12,763)	(6,358)	(10,479)
Debenture Proceeds	-	-	-	-	-	-
Debt Principal Repayments	(1,609)	(1,415)	(1,415)	(1,460)	(1,507)	(1,556)
Change in Fund Balance Before Reallocation of Amortization	(32,576)	(17,753)	(13,503)	(14,223)	(7,865)	(12,035)
Reallocation of Amortization	11,532	11,389	11,489	12,837	12,875	13,678
Change in Fund Balance	(21,044)	(6,364)	(2,014)	(1,386)	5,010	1,643
Opening Balance	37,768	18,166	16,724	14,709	13,323	18,333
Closing Balance	16,724	11,802	14,710	13,323	18,333	19,976

BUDGET SUMMARY

	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Expenditures (By Object)						
Capital	43,521	22,184	19,737	16,330	13,739	17,198
Grants	520	540	540	542	546	550
Interest on Long-term Debt	758	707	707	662	615	565
Salaries & Benefits	22,519	23,899	23,563	24,481	25,459	26,179
Land	1,957	2,132	1,345	4,741	4,042	5,136
Operations & Maintenance	18,094	19,927	19,697	19,720	19,900	20,442
Valuation Allowance	297	200	300	300	300	300
Amortization	11,532	11,389	11,489	12,837	12,875	13,678
	99,197	80,978	77,377	79,612	77,476	84,048
Fund Balances						
	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Operating Fund Balances						
General Fund	4,516	3,777	4,269	4,103	4,041	4,040
Land Development Fund	1,466	917	2,886	1,032	972	929
Solid Waste Management Fund	(1,195)	(774)	(706)	(513)	(287)	(35)
Water & Sewer Fund	(618)	(1,281)	(755)	(625)	(241)	406
Service Connection Failure Assistance Fund	(157)	-	(157)	(28)	0	0
	4,012	2,640	5,537	3,969	4,485	5,340
Capital Fund Balance	6,647	2,567	2,649	2,111	6,055	5,933
Reserve Balances						
Information Technology	808	753	610	626	936	1,135
Major Community Facility	2,125	2,701	2,785	2,845	2,905	2,965
Mobile Equipment	2,051	2,075	2,032	2,661	3,289	3,888
Downtown Development	477	480	492	507	60	111
Heritage Committee	125	108	125	125	125	125
Twin Pine Hill Trail	269	269	270	270	270	270
Samuel Colley Donation	209	209	210	210	210	210
	6,063	6,595	6,523	7,243	7,794	8,703
	16,724	11,802	14,710	13,323	18,333	19,976



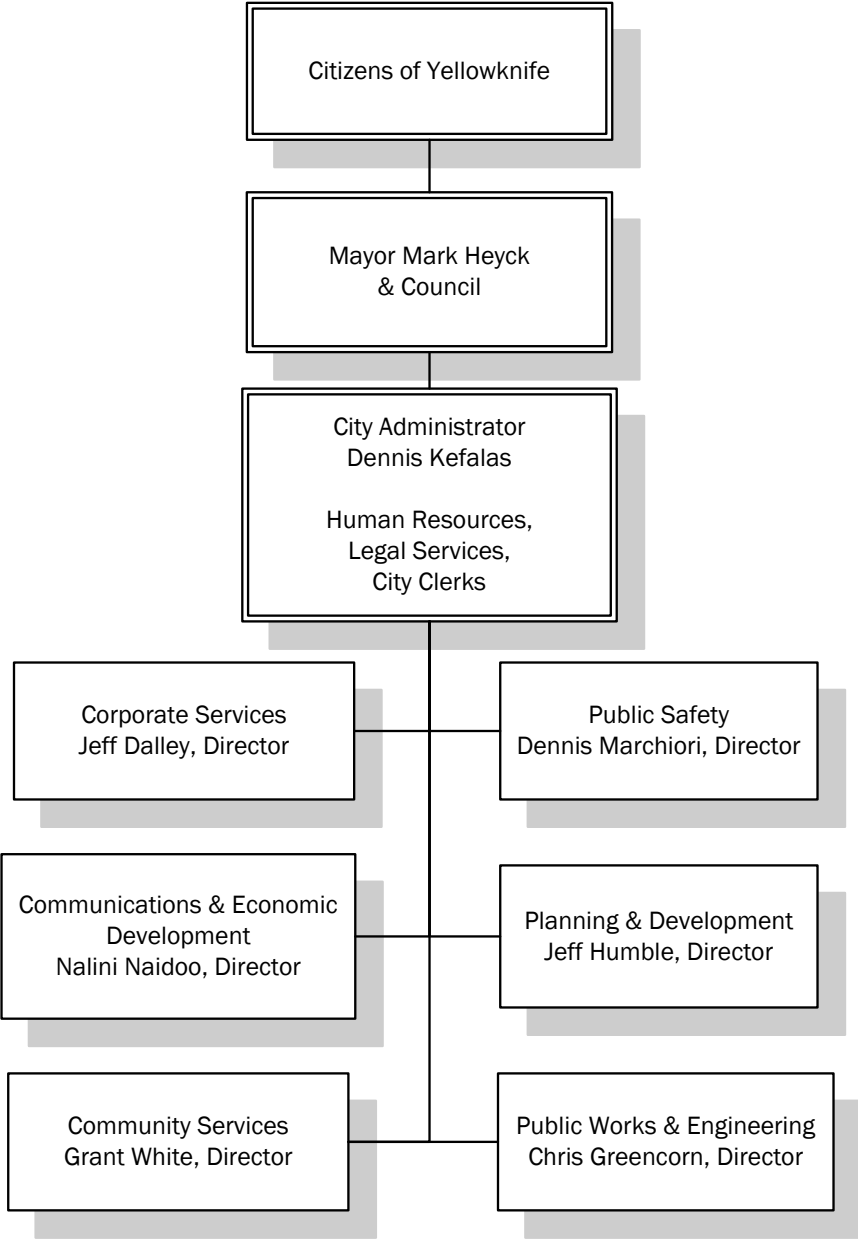
BUDGET SUMMARY



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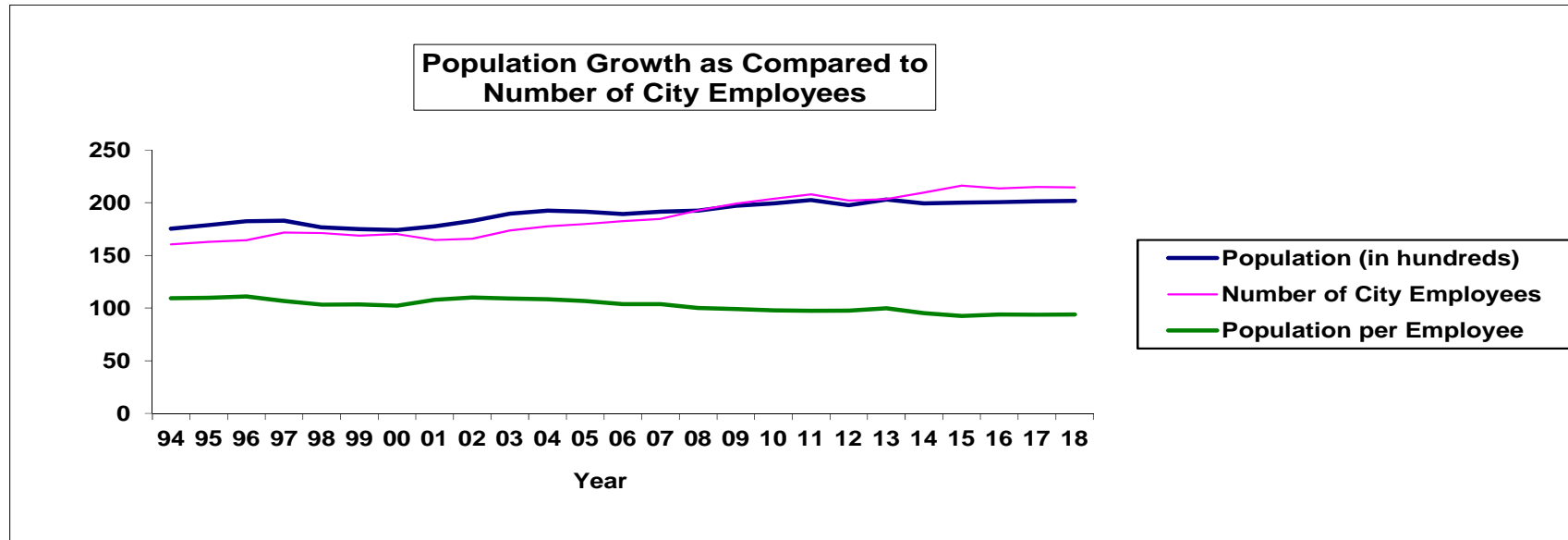


STAFFING SUMMARY



STAFFING SUMMARY

Staffing By Department: (FTE)	2014	2015	2015	2016	2017	2018
	Actual	Budget	Forecast	Budget	Budget	Budget
City Administration	13.00	13.00	13.00	13.00	13.00	13.00
Community Services	56.73	57.84	57.84	57.18	57.18	57.18
Corporate Services	27.34	27.67	27.67	27.33	28.64	28.33
Communications & Econ. Development	3.00	3.00	3.00	3.00	3.00	3.00
Public Safety	42.58	47.08	47.08	47.08	47.08	47.08
Planning & Development	11.00	11.00	11.00	11.00	11.00	11.00
Public Works & Engineering	55.97	56.72	56.72	54.99	54.99	54.99
	209.62	216.31	216.31	213.58	214.89	214.58
Permanent	188.04	195.04	195.04	193.04	194.04	194.04
Term	0.00	0.00	0.00	0.00	0.00	0.00
Part-time/ Casual	21.58	21.27	21.27	20.54	20.85	20.54
	209.62	216.31	216.31	213.58	214.89	214.58
Net change in FTE positions	6.00	6.69	6.69	-2.73	1.31	-0.31

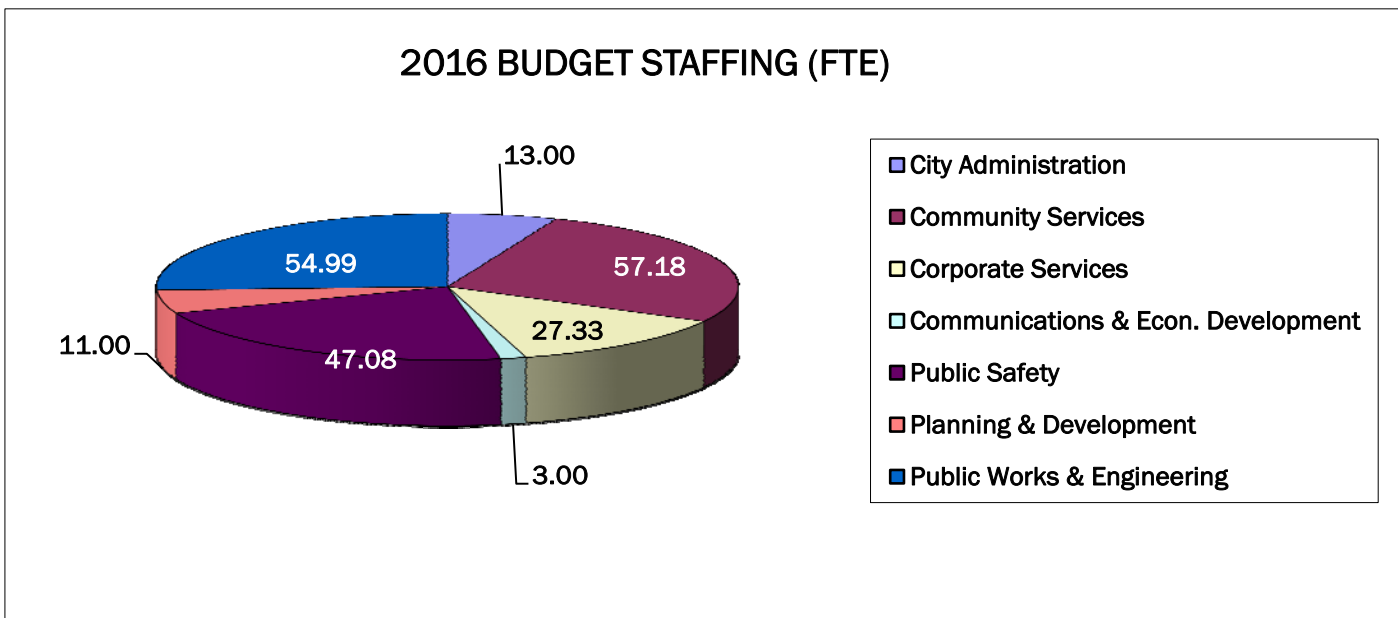
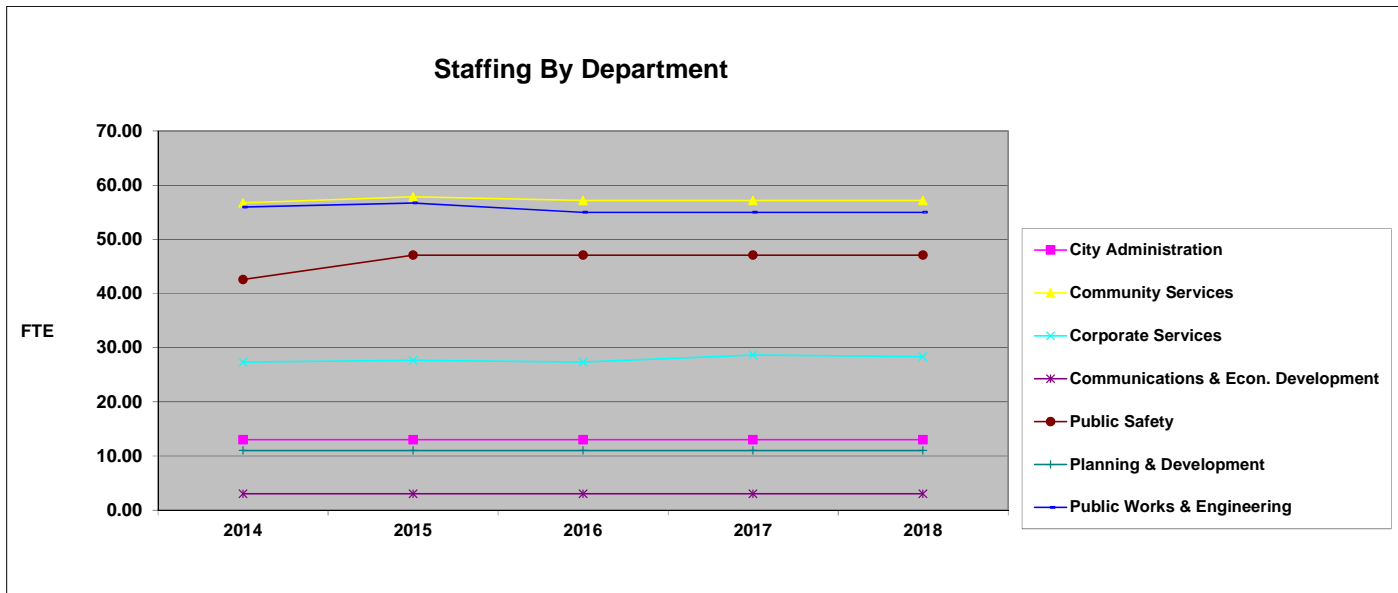


STAFFING SUMMARY

Staffing By Department:			
(FTE)	2015		
	2015 Budget	Proposed Revisions	2016 Budget
City Administration	13.00	0.00	13.00
Community Services	57.84	-0.66	57.18
Corporate Services	27.67	-0.34	27.33
Communications & Economic Development	3.00	0.00	3.00
Public Safety	47.08	0.00	47.08
Planning & Development	11.00	0.00	11.00
Public Works & Engineering	56.72	-1.73	54.99
	216.31	-2.73	213.58
Permanent	195.04	-2.00	193.04
Part-time/ Casual	21.27	-0.73	20.54
Total	216.31	-2.73	213.58

Staffing (FTE)	2015 Budget	2016 Budget
Change in Positions		
Program - Casual	0.47	0.05
Homelessness Co-ordinator	1.00	
Corporate Services & Risk Management - Casual	0.33	
Roads & Sidewalks - Casual		0.23
Heavy Duty Mechanic	1.00	
Water & Sewer Maintainer	1.00	
Baling Facility - Casual		0.21
Dispatcher	4.00	
Total Additions	7.80	0.49
Positions Dropped:		
Fieldhouse - Casual	-0.09	
Pool - Casual	-0.27	-0.71
Corporate Services & Risk Management - Casual		-0.34
Water & Sewer Maintainer and Operator		-2.00
City Garage - Casual	-0.02	-0.17
Baling Facility - Casual	-0.27	
Roads & Sidewalks - Casual	-0.46	
	-1.11	-3.22
Net Change	6.69	-2.73

STAFFING SUMMARY



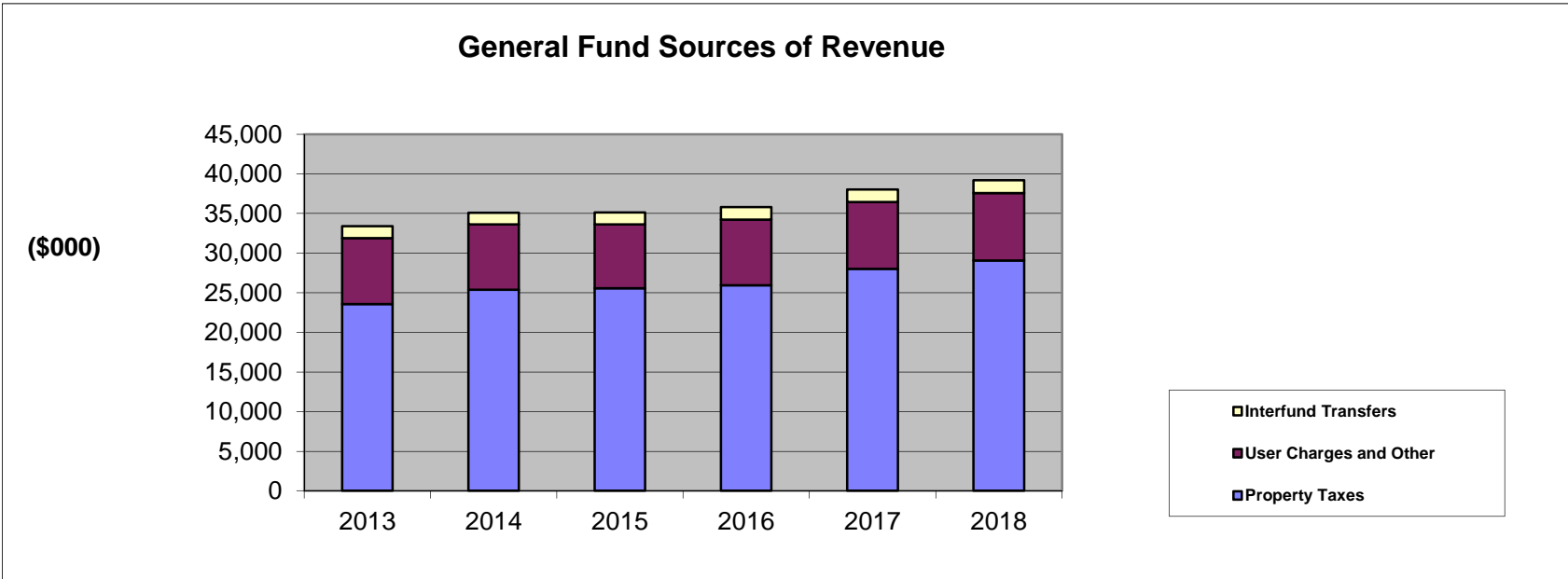
GENERAL FUND

General Fund Operations	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
Taxation	25,374	25,585	25,633	25,933	28,021	29,068
Taxes Allocated To Capital	(1,645)	(614)	(614)	(528)	(1,700)	(1,700)
Government Transfers	343	366	296	366	366	366
User Charges	7,278	7,508	7,302	7,828	7,964	8,051
Investment Income	617	150	150	100	100	100
	<u>31,966</u>	<u>32,995</u>	<u>32,768</u>	<u>33,699</u>	<u>34,751</u>	<u>35,885</u>
Expenditures (By Activity)						
General Government	10,121	11,065	11,133	11,474	11,864	12,370
Community Services	8,560	8,815	8,904	8,713	8,879	9,078
Public Safety	5,854	6,502	6,350	6,690	6,883	7,059
Planning & Development	1,453	1,587	1,457	1,572	1,633	1,689
Public Works	6,544	6,829	6,704	6,992	7,135	7,314
(Gain) Loss on disposal of Tangible Capital Assets	(172)	-	-	-	-	-
Amortization	6,730	6,618	6,569	6,992	6,850	7,170
	<u>39,089</u>	<u>41,415</u>	<u>41,118</u>	<u>42,432</u>	<u>43,244</u>	<u>44,679</u>
Net Revenue (Expenditures)	<u>(7,123)</u>	<u>(8,420)</u>	<u>(8,350)</u>	<u>(8,734)</u>	<u>(8,493)</u>	<u>(8,794)</u>
Interfund Transfers						
(To) From Water & Sewer Fund	1,172	1,126	1,126	1,154	1,183	1,213
(To) From Solid Waste Fund	307	310	310	318	326	334
(To) From Land Fund	175	175	175	179	184	189
(To) From Reserve	(168)	(75)	(77)	(75)	(113)	(112)
Change in Fund Balance Before Reallocation of Amortization	(5,637)	(6,884)	(6,816)	(7,157)	(6,912)	(7,171)
Reallocation of Amortization	6,730	6,618	6,569	6,992	6,850	7,170
Change in Fund Balance	<u>1,093</u>	<u>(266)</u>	<u>(247)</u>	<u>(165)</u>	<u>(62)</u>	<u>(1)</u>
Opening Balance	<u>3,423</u>	<u>4,043</u>	<u>4,516</u>	<u>4,269</u>	<u>4,103</u>	<u>4,041</u>
Closing Balance	<u>4,516</u>	<u>3,777</u>	<u>4,269</u>	<u>4,103</u>	<u>4,041</u>	<u>4,040</u>

GENERAL FUND

Expenditures by Activity And Division	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
General Government						
Fiscal Services	527	437	497	497	502	507
Mayor & Council	1,120	1,150	1,137	1,241	1,179	1,192
City Administrator	2,400	2,716	2,780	2,751	2,835	2,965
Corporate Services	5,406	6,009	5,967	6,197	6,533	6,869
Communications & Economic Development	668	754	753	788	816	838
	<u>10,121</u>	<u>11,065</u>	<u>11,133</u>	<u>11,474</u>	<u>11,864</u>	<u>12,370</u>
Community Services						
Administration	825	823	850	866	880	894
City Hall	323	370	380	353	363	374
Arenas	2,116	2,135	2,102	2,059	2,101	2,147
Fieldhouse	723	778	793	777	761	778
Curling Club	140	168	164	160	164	168
Parks	1,170	1,254	1,274	1,192	1,217	1,242
Library	1,091	1,098	1,109	1,110	1,142	1,171
Pool	1,556	1,573	1,626	1,564	1,607	1,649
Wildcat	12	19	22	16	16	16
Recreation	607	596	585	617	629	639
	<u>8,560</u>	<u>8,815</u>	<u>8,904</u>	<u>8,713</u>	<u>8,879</u>	<u>9,078</u>
Public Safety						
Administration	547	541	541	551	561	571
Fire & Ambulance	4,022	4,585	4,550	4,710	4,824	4,939
Municipal Enforcement	1,285	1,377	1,260	1,430	1,497	1,548
	<u>5,854</u>	<u>6,502</u>	<u>6,350</u>	<u>6,690</u>	<u>6,883</u>	<u>7,058</u>
Planning & Development						
Administration	523	514	513	535	554	570
Building Inspections	301	318	313	328	342	354
Planning & Lands	629	754	631	708	737	765
	<u>1,453</u>	<u>1,587</u>	<u>1,457</u>	<u>1,571</u>	<u>1,633</u>	<u>1,689</u>
Public Works						
Administration	784	828	731	899	935	966
City Garage	877	763	724	780	804	825
Public Transit	1,304	1,640	1,640	1,630	1,671	1,710
Roads & Sidewalks	3,579	3,598	3,609	3,683	3,725	3,813
	<u>6,544</u>	<u>6,829</u>	<u>6,704</u>	<u>6,992</u>	<u>7,135</u>	<u>7,314</u>
Details of All O&M						
Wages & Benefits	19,029	20,578	20,317	21,329	22,228	22,875
General Services	4,798	5,639	5,665	5,653	5,693	5,925
Materials	1,750	1,772	1,776	1,813	1,856	1,952
Maintenance	1,340	1,458	1,464	1,568	1,646	1,679
Utility- Fuel	842	903	850	576	423	425
Utility- Power	2,178	2,250	2,222	2,162	2,162	2,227
Vehicle O&M	867	683	683	695	720	742
Others (Insurance, grants & bad debts)	1,555	1,515	1,572	1,644	1,665	1,684
Amortization	6,730	6,618	6,569	6,992	6,850	7,170
	<u>39,089</u>	<u>41,415</u>	<u>41,118</u>	<u>42,432</u>	<u>43,244</u>	<u>44,679</u>





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GENERAL FUND - Fiscal Services

Fiscal Services Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Notes
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Taxation	25,374	25,585	25,633	25,933	28,021	29,068	(1)
Taxes Allocated to Capital	(1,645)	(614)	(614)	(528)	(1,700)	(1,700)	(2)
Government Transfers	-	75	-	75	75	75	
User Charges:							
Power Distribution Franchise Fee	928	978	978	1,000	1,010	1,020	
Tax Penalties	336	340	377	385	395	405	
Others	18	-	23	-	-	-	
Investment Income	617	150	150	100	100	100	
	25,627	26,514	26,547	26,965	27,901	28,968	
Expenditures (By Object)							
Cash Management	230	237	197	197	202	207	
Valuation Allowance	297	200	300	300	300	300	
	527	437	497	497	502	507	
Net Revenue (Expenditures)	25,100	26,077	26,051	26,468	27,399	28,461	
Interfund Transfers							
From Water & Sewer Fund	1,172	1,126	1,126	1,154	1,183	1,213	(3)
From Solid Waste Fund	307	310	310	318	326	334	(3)
From Land Development Fund	175	175	175	179	184	189	(3)
	1,654	1,611	1,611	1,651	1,693	1,735	
	26,755	27,688	27,662	28,120	29,092	30,196	
Details of Other O&M							
General Services (Financial Charges)	230	237	197	197	202	207	
Materials	-	-	-	-	-	-	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others (Mainly Bad Debts)	297	200	300	300	300	300	
	527	437	497	497	502	507	

Notes

- (1) 2016 property taxes are based on 2015 assessed values. Growth in 2015 assessed values is based on a review of building permits to September 2015. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as Crown corporations. 2015 assessment growth was based on a 1.38% increase from property development. The increase in taxation is based on the assumption that the mill rate will increase by zero % in 2016, 7.05% in 2017 and 3.13% in 2018.
- (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 administration fees.

GENERAL FUND - Fiscal Services

2016 Property Tax Revenue					
Classification	Mill Rate	2015 Assessment (000's)	2015 Growth (000's)	2016 Revenue (000's)	Growth (%)
Residential	6.00	1,448,518	26,523	8,850	1.8%
Multi-residential	6.35	389,006	928	2,476	0.2%
Commercial/Industrial	12.78	773,501	9,607	10,008	1.2%
Mining & Quarrying	16.69	10,191	0	170	0.0%
High Density Parking	6.67	4,778	0	32	0.0%
Agriculture	6.12	4,176	0	26	0.0%
		2,630,170	37,058	21,562	1.4%
Exempt Properties		0	0	-100	0.0%
		2,630,170	37,058	21,462	1.4%
Classification	Mill Rate	2015 Assessment (000's)	2015 Growth (000's)	2016 Revenue (000's)	Growth (%)
Government of the Northwest Territories					
Residential	6.00	5,285	0	32	0.0%
Multi-residential	6.35	6,666	0	42	0.0%
Commercial/Industrial	12.78	227,242	4,404	2,960	1.9%
Mining & Quarrying	16.69	0	0	0	0.0%
		239,193	4,404	3,034	1.8%
Government of Canada					
Residential	6.00	51,300	392	310	0.8%
Multi-residential	6.35	27,641	0	176	0.0%
Commercial/Industrial	12.78	63,888	0	816	0.0%
		142,829	392	1,302	0.3%
Crown Corporations					
Commercial/Industrial	12.78	10,552	0	135	0.0%
		10,552	0	135	0.0%
		392,574	4,796	4,471	2.1%
Total		3,022,744	41,854	25,933	1.38%



GENERAL FUND - Mayor & Council

Mayor & Council Budget				2016	2017	2018	
	2014	2015	2015	Budget	Budget	Budget	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Other	1	-	1	-	-	-	
	1	-	1	-	-	-	
Expenditures (By Activity)							
Legislation & Governance	462	496	482	509	517	526	
Public Information	54	65	65	65	66	66	
Strategic Planning	35	-	-	75	-	-	(1)
Homeless Day Shelter	50	50	50	50	50	50	
Community Assistance	520	540	540	542	546	550	(2)
	1,120	1,150	1,137	1,241	1,179	1,192	
Net Revenue (Expenditures)	(1,119)	(1,150)	(1,135)	(1,241)	(1,179)	(1,192)	
Expenditures (By Object)							
Wages & Benefits	356	364	360	374	381	388	
Other O&M	765	786	777	867	798	804	
	1,120	1,150	1,137	1,241	1,179	1,192	
Details of Other O&M							
General Services	178	168	159	245	171	171	(3)
Materials	67	78	78	80	81	83	(4)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others (Mainly Grants)	520	540	540	542	546	550	
	765	786	777	867	798	804	

Note:

- (1) It was/is for conducting citizen survey in 2014 and operational review in 2016.
- (2) During the annual budget deliberations City Council determines the total dollar amount of grants to be given out during the fiscal year. Once a year, City Council will hear specific requests for special grants. These special grants will only be granted if 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 total amount of all grants made by City Council must not exceed 2% of total budgeted expenditures.
- (3) Travel expenses & public relations
- (4) Memberships and subscriptions

GENERAL FUND - Mayor & Council

	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Grants						
Senior Citizens/Disabled Tax Rebate	102	122	122	124	128	132
Core Grants/Multi-Year Funding	341	320	320	254	244	244
Sponsorship	-	-	-	106	106	106
Community Service	-	-	-	58	68	68
Special Grants	77	98	98	-	-	-
	520	540	540	542	546	550
	2014 Actual (\$)	2015 Budget (\$)	2015 Forecast (\$)	2016 Budget Approved (\$)	2017 Budget (\$)	2018 Budget (\$)
Core Grants /Multi-Year Funding						
Aurora Fiddlers Society	5,000	5,000	5,000	5,000	5,000	5,000
Aurora Arts Society	7,000					
Canadian Championship Dog Derby Association	12,500	12,500	12,500			
Ecology North	20,000	15,000	15,000	12,000	12,000	12,000
Folk on the Rocks	10,000	13,600	13,600			
Food Rescue	10,000	10,000	10,000	15,000	15,000	15,000
Foster Family Coalition of NWT	5,000	5,000	5,000			
North Word Writers Festival Society	3,500	3,500	3,500			
Northern Arts & Cultural Centre	80,000	65,000	65,000	52,000	52,000	52,000
NWT Council For Persons With Disabilities	27,000	27,000	27,000	18,000	18,000	18,000
NWT SPCA	10,000	10,000	10,000	12,250	12,250	12,250
The Snow King Winter Festival	-	10,000	10,000	12,000	12,000	12,000
Special Olympics NWT	4,400	4,000	4,000			
St. John Ambulance	9,000	9,000	9,000			
Western Arctic Moving Pictures				8,000	8,000	8,000
Yellowknife Artist Run Community Centre				8,000	8,000	8,000
Yellowknife Association for Community Living	11,000	11,000	11,000			
Yellowknife Climbing Club				5,000	5,000	5,000
Yellowknife Golf Club	10,000	10,000	10,000			
Yellowknife Guild of Arts & Crafts	5,000	5,000	5,000			
Yellowknife Gymnastics Club	20,000	20,000	20,000	20,000	20,000	20,000
Yellowknife International Airshow Society	10,000					
Yellowknife Marine Rescue Society	4,500	4,500	4,500			
Yellowknife Playgroup Association	2,000	5,000	5,000	5,000	5,000	5,000
Yellowknife Seniors Society	55,000	55,000	55,000	52,000	52,000	52,000
Yellowknife Ski Club	20,000	20,000	20,000	30,000	20,000	20,000
	340,900	320,100	320,100	254,250	244,250	244,250



GENERAL FUND - Mayor & Council

	2014 Actual (\$)	2015 Budget (\$)	2015 Forecast (\$)	2016 Budget Approved (\$)	2017 Budget (\$)	2018 Budget (\$)
Special Grants						
Canadian Parent's for French	750	750	750			
Fly Kid Foundation	2,500					
Food First Foundation		1,000	1,000			
Francophone Federation NWT	3,000					
Long John Jamboree	10,000	10,000	10,000			
L'Association Franco-Culturelle de Yellowknife	4,000					
MS Society of Canada AB/NT Division (Yellowknife Regional Office)	1,000	1,750	1,750			
Midnight Sun Fly in Association		7,500	7,500			
Music Teachers Association NWT	1,500					
North Slave Metis Alliance	5,000	8,000	8,000			
Northern Youth Leadership Society	3,500					
NWT Breast Health/Breast Cancer Action Group		1,750	1,750			
NWT Judo Association	2,000					
Northland Community Garden	5,000					
NWT Mining & Heritage Society	3,500	3,500	3,500			
NWT Soccer Association		5,000	5,000			
NWT Pride	4,000	4,400	4,400			
NWT Riders	800	3,000	3,000			
NWT Wellness Society	1,500	1,500	1,500			
Old Town Community	4,000	6,000	6,000			
Ptarmicon	1,000					
The Snow King Winter Festival	5,000					
Western Arctic Moving Pictures	4,100	7,500	7,500			
YK Artist Run Community Centre		8,000	8,000			
YK Choral Society	1,250					
YK Climbing Club	3,000	4,500	4,500			
YK Dance Collective	400					
YK Community Garden Collective	3,000	3,000	3,000			
YK Multisport Club	2,700	5,000	5,000			
YK Shooting Club	1,500	1,500	1,500			
Young Life of Canada	1,500	3,500	3,500			
Yellowknife Farmers Market		10,000	10,000			
Yellowknife Tennis Club	1,600					
Yellowknife Wado Kai Karate Foundation		750	750			
	77,100	97,900	97,900	-	-	-

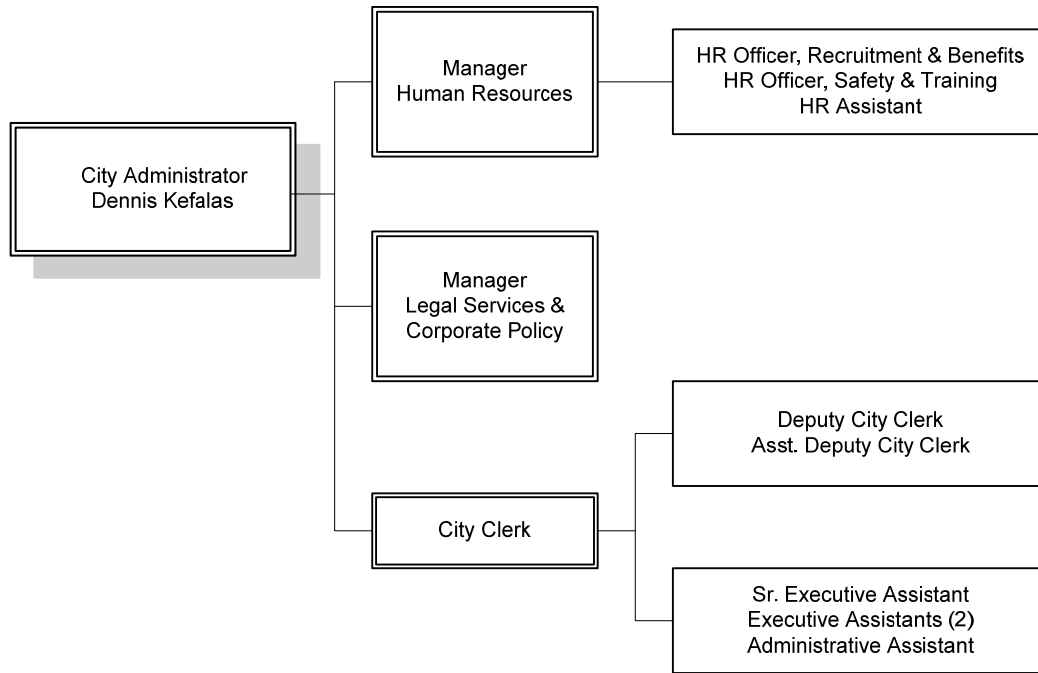
GENERAL FUND - Mayor & Council

	2014 Actual (\$)	2015 Budget (\$)	2015 Forecast (\$)	2016 Budget Approved (\$)	2017 Budget (\$)	2018 Budget (\$)
Sponsorship						
North Slave Metis Alliance				8,000		
YWCA Yellowknife				8,000		
Old Town Community Association				8,000		
NWT Riders Association				4,000		
NWT Wellness Society				1,500		
Canadian Parents for French				500		
Yellowknife International Airshow Society				10,000		
Folk on the Rocks				15,000		
Ptarmicon Society				5,000		
Canadian Championship Dog Derby				13,000		
Music NWT				5,000		
The Long John Society				13,000		
Yellowknife Farmers Market				9,500		
NWT Pride				5,000		
	-	-	-	105,500	105,500	105,500
Community Service						
MS - Yellowknife Branch				1,750		
St Johns Ambulance				5,000		
Tennis NWT				1,750		
Young Life of Canada - Skateboarding Ministries				5,000		
Special Olympics				4,000		
Yellowknife Association for Community Living				10,000		
Yellowknife Golf Club Association				10,000		
NWT Soccer				5,000		
Yellowknife Playschool Association				5,000		
Yellowknife Dance Collective				2,500		
Association franco de Yellowknife				2,500		
NWT Breast Health/Breast Cancer Action Group				1,750		
Great Slave Sailing Club				4,000		
	-	-	-	58,250	68,250	68,250



GENERAL FUND - City Administrator

Department Staffing



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget
City Administrator's Office	4.00	4.00	4.00	4.00	4.00	4.00
City Clerk	6.00	6.00	6.00	6.00	6.00	6.00
Human Resources	3.00	3.00	3.00	3.00	3.00	3.00
	13.00	13.00	13.00	13.00	13.00	13.00
Permanent Positions	13.00	13.00	13.00	13.00	13.00	13.00
Part-time / casual	0.00	0.00	0.00	0.00	0.00	0.00
	13.00	13.00	13.00	13.00	13.00	13.00

GENERAL FUND - City Administrator

CITY ADMINISTRATOR'S OFFICE

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

The City Administrator's Office provides leadership to the City's six departments: Community Services, Corporate Services, 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 Corporate Policy and Legal Services Division. Each division is headed by a manager.

Administration Department Budget	2014	2015	2015	2016	2017	2018
	Actual	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	Approved	(\$000's)	(\$000's)
Revenue						
Grants	-	-	-	-	-	-
	-	-	-	-	-	-
Expenditures (By Division)						
City Administrator	858	819	882	843	866	890
City Clerk	616	796	782	753	781	856
Human Resources	926	1,101	1,116	1,155	1,189	1,219
	2,400	2,716	2,780	2,751	2,835	2,965
Net Revenue (Expenditures)	(2,400)	(2,716)	(2,780)	(2,751)	(2,835)	(2,965)
Expenditures (By Object)						
Wages & Benefits	1,892	1,899	1,931	1,935	2,035	2,105
Other O&M	508	817	849	816	800	860
	2,400	2,716	2,780	2,751	2,835	2,965
Details of Other O&M						
General Services	413	656	689	697	680	675
Materials	95	160	160	119	120	185
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	-	-	-	-	-	-
Others	-	-	-	-	-	-
	508	817	849	816	800	860



GENERAL FUND - City Administrator

City Administrator Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	-	-	-	-	-	-	
	-	-	-	-	-	-	
Expenditures (By Activity)							
Legislation & Governance	317	303	326	312	320	329	
Policy Development	413	394	424	406	417	428	
Public Information	128	122	131	125	129	132	
	858	819	882	843	866	890	
	(858)	(819)	(882)	(843)	(866)	(890)	
Expenditures (By Object)							
Wages & Benefits	801	743	767	757	779	803	
Other O&M	57	76	115	86	86	87	
	858	819	882	843	866	890	
Details of Other O&M							
General Services	46	67	106	77	77	77	(1)
Materials	12	9	9	9	9	9	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	57	76	115	86	86	87	
Note							
(1)	Corporate planning, public relations , travel expenses and legal fees.						

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. The Clerk's Office also maintains the City's website content.

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



GENERAL FUND - City Administrator

City Clerk Budget	2014	2015	2015	2016	2017	2018	
	Actual	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	Approved	(\$000's)	(\$000's)	
				(\$000's)			
Revenue							
Grants	-	-	-	-	-	-	
	-	-	-	-	-	-	
Expenditures (By Activity)							
Legislation & Governance	129	111	109	158	164	120	
Board Support	55	72	70	68	70	77	
Election Administration	-	56	55	-	-	60	(1)
Public Information	129	167	164	158	164	180	
Records Management	62	80	78	75	78	86	
Administrative Support	240	310	304	294	305	334	
	616	796	782	753	781	856	
Net Revenue (Expenditures)	(616)	(796)	(782)	(753)	(781)	(856)	
Expenditures (By Object)							
Wages & Benefits	544	620	602	602	626	651	
Other O&M	72	176	180	151	155	205	
	616	796	782	753	781	856	
Details of Other O&M							
General Services	71	131	135	146	150	150	(2)
Materials	1	45	45	5	5	55	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	72	176	180	151	155	205	
Note							
(1)	General election for the City Council in 2015 and 2018						
(2)	Mostly advertising, webcasting and teleconferencing contracted costs						

GENERAL FUND - City Administrator

City Clerk Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators:							
Council & Committee meetings attended	70	70	62	60	60	60	
Ad hoc Committee meetings attended	35	25	42	53	53	53	
Directors meetings	51	51	51	51	51	51	
By-laws reviewed in preparation for Council	58	60	53	50	50	50	
Efficiency Measures:							
% of minutes prepared and distributed within timeframe as defined in the Council Procedures By-law	100%	100%	100%	100%	100%	100%	
Effectiveness Measures:							
# of weekly advertising circulars delivered	7,600	7,600	7,165	7,165	7,165	7,165	
Mayor/Council Election:							
Voter turnout	-	-	55%			50%	(1)
Notes:							
(1) 29% in 2006, 48% in 2009 and 49% in 2012.							



GENERAL FUND - City Administrator

HUMAN RESOURCES

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

Human Resources Budget		2014	2015	2015	2016	2017	2018	
		Actual	Budget	Forecast	Budget	Budget	Budget	Note
		(\$000's)	(\$000's)	(\$000's)	Approved	(\$000's)	(\$000's)	
					(\$000's)			
Revenue								
Grants		-	-	-	-	-	-	
		-	-	-	-	-	-	
Expenditures (By Activity)								
Payroll & Benefits Administration		266	341	346	323	333	341	
Labour Relations		170	154	156	162	166	171	
Employee Placement		147	198	201	196	202	207	
Employee Development		239	286	290	300	309	317	
Occupational Health & Safety		105	121	123	173	178	183	
		926	1,101	1,116	1,155	1,189	1,219	
Net Revenue (Expenditures)		(926)	(1,101)	(1,116)	(1,155)	(1,189)	(1,219)	
Expenditures (By Object)								
Wages & Benefits		547	536	562	576	631	651	
Other O&M		379	565	554	579	558	568	
		926	1,101	1,116	1,155	1,189	1,219	
Details of Other O&M								
General Services		296	458	447	474	452	447	(1)
Materials		83	107	107	105	106	121	
Maintenance		-	-	-	-	-	-	
Utility- Fuel		-	-	-	-	-	-	
Utility- Power		-	-	-	-	-	-	
Vehicle O&M		-	-	-	-	-	-	
Others		-	-	-	-	-	-	
		379	565	554	579	558	568	

Note

(1) Human Resources fees and contracted costs

(cont'd ...)

GENERAL FUND - City Administrator

Human Resources Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators:							
Recruitment							
No. new hires/promotions/transfers							
Permanent	30	33	38	30	30	30	
Casual/Part-time/Term	90	96	80	90	90	90	
Labour Relations							
No. grievances filed	10	6	11	10	10	10	
No. Joint Consultation Committee meetings held	5	3	7	8	8	8	
Payroll Benefit Administration							
No. T4s issued	385	373	375	380	380	380	
Employment Development							
staff.	350	670	575	550	550	550	(1)
Occupational Health & Safety							
No. safety related training workshops	40	122	95	95	95	95	
No. divisional ("toolbox") meetings	400	444	375	400	400	400	
No. Occupational Health & Safety meetings	4	5	5	8	8	8	
No. workplace injuries reported	23	20	21	19	15	13	
Efficiency Measures:							
Recruitment							
Cost per new hire	\$3,500	2,650	\$3,000	\$3,000	\$3,000	\$3,000	(2)
Labour Relations							
Average no. sick days per employee	6	7.2	7	6	6	6	
Payroll Benefit Administration							
period	\$2.60	\$3.08	\$3.00	\$3.00	\$3.00	\$3.00	
Average monthly cost to the City to provide employee benefit package	\$134,410	\$134,763	\$140,723	\$143,500	\$146,000	\$149,000	
Employee Development							
Average annual cost of employee development:							
per employee	\$800	\$240	\$400	\$500	\$600	\$600	(3)
per course	\$1,500	\$700	\$1,000	\$1,200	\$1,200	\$1,200	
Occupational Health & Safety							
No. of "lost time" accidents	3	7	6	3	3	3	

(cont'd...)



GENERAL FUND - City Administrator

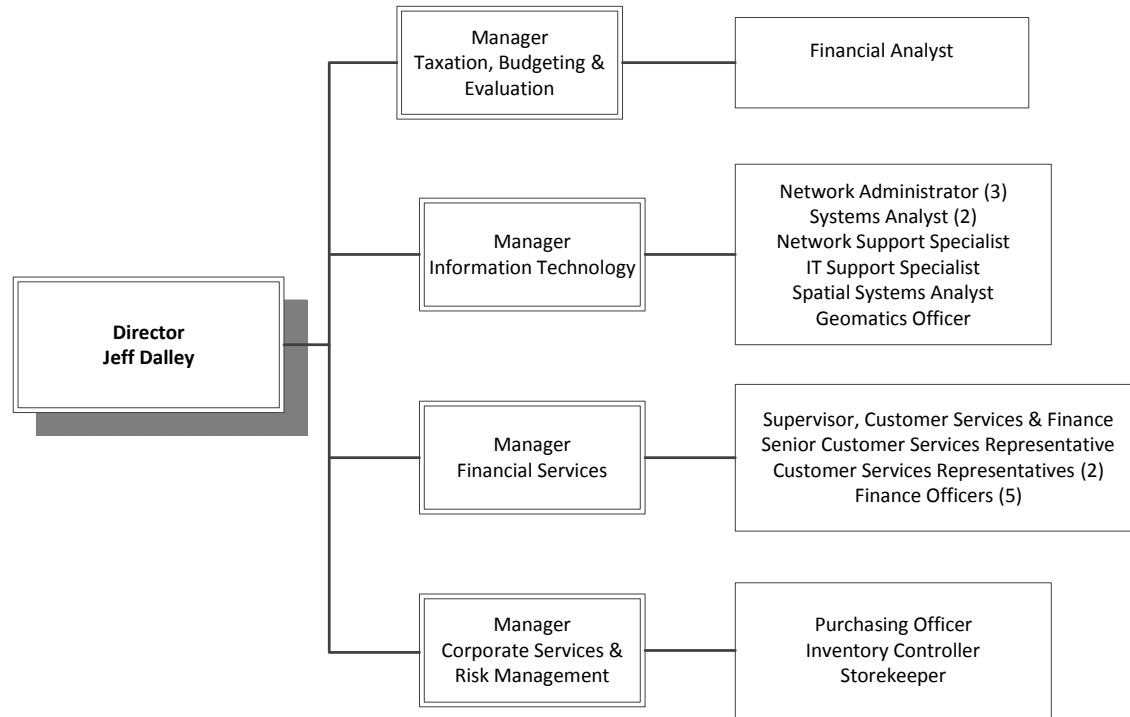
Human Resources Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Effectiveness Measures:							
Recruitment							
% of vacancies filled internally	50%	42%	50%	50%	50%	50%	
% of vacancies filled by fully qualified candidates	80%	76%	80%	80%	80%	80%	
Labour Relations							
Turnover ratio	15%	13.20%	15%	15%	15%	15%	
% of grievances settled before arbitration or withdrawn	95%	90%	75%	95%	95%	95%	
Employee Development							
Average no. training opportunities per employee per year	2.0	3.5	2.5	2.5	2.5	2.5	
Occupational Health & Safety							
Comparative analysis of injuries - increase or (decrease)	(3)	(6)	1	(2)	(4)	(2)	(4)
Notes:							
(1) We are doing more in-house training.							
(2) Using online software so advertising is less costly.							
(3) In-house training is less costly.							
(4) Number of workplace injuries for current year minus number of workplace injuries for previous year. A negative result indicates a decrease in injuries. In 2013 there were 26 reported injuries and 20 in 2014.							

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GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget	Notes
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	
Taxation & Budgeting	2.00	2.00	1.00	1.00	1.00	1.00	
Financial Services	5.00	5.00	9.33	9.33	9.33	9.33	
Corporate Services & Risk Mgt.	7.34	7.67	3.34	3.00	3.31	3.00	
Information Technology	8.00	8.00	9.00	9.00	10.00	10.00	(1)
	27.34	27.67	27.67	27.33	28.64	28.33	
Permanent Positions	27.00	27.00	27.00	27.00	28.00	28.00	
Part-time/casual	0.34	0.67	0.67	0.33	0.64	0.33	
	27.34	27.67	27.67	27.33	28.64	28.33	

Note:

(1) Starting from July 2017, Radio Communications Technologist will be added.

GENERAL FUND - Corporate Services

CORPORATE SERVICES DIRECTORATE

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Purchasing 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.

Department Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
Grants	172	125	125	125	125	125
User Charges	667	655	681	670	670	670
	<u>839</u>	<u>780</u>	<u>806</u>	<u>795</u>	<u>795</u>	<u>795</u>
Expenditures (By Division)						
Directorate	943	995	909	982	1,008	1,031
Taxation & Budgeting	363	406	332	333	335	366
Information Technology	1,893	2,357	2,442	2,708	2,846	3,101
Financial Services	529	557	814	821	944	956
Procurement Services	1,678	1,694	1,470	1,352	1,400	1,414
	<u>5,406</u>	<u>6,009</u>	<u>5,967</u>	<u>6,197</u>	<u>6,533</u>	<u>6,869</u>
Net Revenue (Expenditures)	<u>(4,567)</u>	<u>(5,229)</u>	<u>(5,161)</u>	<u>(5,403)</u>	<u>(5,738)</u>	<u>(6,074)</u>
Expenditures (By Object)						
Wages & Benefits	3,031	3,290	3,163	3,275	3,549	3,689
Other O&M	2,375	2,719	2,804	2,922	2,984	3,180
	<u>5,406</u>	<u>6,009</u>	<u>5,967</u>	<u>6,197</u>	<u>6,533</u>	<u>6,869</u>
Details of Other O&M						
General Services	612	864	867	903	872	1,027
Materials	435	413	452	442	461	470
Maintenance	585	661	697	770	828	844
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	5	6	5	5	5	5
Others (Insurance)	738	775	783	802	819	834
	<u>2,375</u>	<u>2,719</u>	<u>2,804</u>	<u>2,922</u>	<u>2,984</u>	<u>3,180</u>



GENERAL FUND - Corporate Services

Directorate Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
Grants	47	-	-	-	-	-	
	47	-	-	-	-	-	
Expenditures (By Activity)							
Labour Relations	36	37	34	37	38	39	
Legislation & Governance	212	223	204	220	226	231	
Policy Development	108	115	105	113	116	119	
Long-Range Planning	108	113	103	111	114	117	
Public Information	100	106	96	104	107	109	
Financial Reporting, Analysis & Budgeting	381	402	367	396	407	416	
	943	995	909	982	1,008	1,031	
Net Revenue (Expenditures)	(896)	(995)	(909)	(982)	(1,008)	(1,031)	
Expenditures (By Object)							
Wages & Benefits	851	871	802	881	904	925	
Other O&M	92	124	106	101	104	106	
	943	995	909	982	1,008	1,031	
Details of Other O&M							
General Services	89	119	101	96	99	101	(1)
Materials	3	5	5	5	5	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	92	124	106	101	104	106	

Note:

(1) Mostly contracted costs

GENERAL FUND - Corporate Services

TAXATION, BUDGETING AND EVALUATION DIVISION

The Taxation and Budgeting Division is responsible for analyzing the financial data and program performance information provided by all City departments in order to produce the annual budget and provide periodic financial reports. It is through this multi-year budget process that Council sets its priorities and plans for major capital projects. The process helps the City to ensure that, in the course of providing services to the public, Council's direction is implemented and costs are controlled. This division is also responsible for the assessment and taxation functions.

Taxation, Budgeting and Evaluation Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	125	125	125	125	125	125	
	125	125	125	125	125	125	
Expenditures (By Activity)							
Property Assessment & Taxes	283	290	260	261	262	291	(1)
Budgeting	80	116	72	72	73	75	
	363	406	332	333	335	366	
Net Revenue (Expenditures)	(238)	(281)	(207)	(208)	(210)	(241)	
Expenditures (By Object)							
Wages & Benefits	133	193	120	120	122	124	
Other O&M	230	213	213	213	213	241	
	363	406	332	333	335	366	
Details of Other O&M							
General Services	222	204	204	204	204	232	(2)
Materials	-	-	-	-	-	-	
Maintenance	8	9	9	9	9	9	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	230	213	213	213	213	241	

Notes:

- (1) The City has signed the assessment authority agreement with GNWT until May 31, 2018. In 2013 the City conducted general assessment for 2014 taxation year. The next general assessment will be conducted in 2018 for 2019 Taxation year.
- (2) Assessment contracted costs



GENERAL FUND - Corporate Services

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

Information Technology Budget	2014	2015	2015	2016	2017	2018	Note
	Actual (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget Approved (\$000's)	Budget (\$000's)	Budget (\$000's)	
Revenue							
User Charges	1	-	1	-	-	-	
	1	-	1	-	-	-	
Expenditures (By Activity)							
Maintenance	1,098	1,367	1,416	1,580	1,694	1,877	
Installation	208	259	269	287	296	315	
Training & Support	454	566	586	641	654	693	
System Development	133	165	171	201	203	216	
	1,893	2,357	2,442	2,708	2,846	3,101	
Net Revenue (Expenditures)	(1,892)	(2,357)	(2,441)	(2,708)	(2,846)	(3,101)	
Expenditures (By Object)							
Wages & Benefits	954	1,107	1,157	1,271	1,370	1,478	(1)
Other O&M	939	1,250	1,285	1,437	1,477	1,623	(2)
	1,893	2,357	2,442	2,708	2,846	3,101	
Details of Other O&M							
General Services	200	418	414	471	435	557	(3)
Materials	161	177	180	204	222	230	(4)
Maintenance	577	653	689	761	819	834	(5)
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	2	3	3	2	2	2	
Others	-	-	-	-	-	-	
	939	1,250	1,285	1,437	1,477	1,623	

Notes:

- (1) Starting from July 2017, a new Radio Communications Technologist will be added
- (2) The new communication infrastructure has commissioned in late 2014 and the annual maintenance cost is about \$202,000 from 2015 onwards and increases to \$300,000 in 2018.
- (3) Communication infrastructure & Others
- (4) Mostly computer hardware
- (5) Mostly software maintenance

GENERAL FUND - Corporate Services

Information Technology Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators						
No. of IT staff	8.5	8.5	9	9	10	10
No. of servers	89	87	113	97	101	105
Physical	31	31	33	21	21	21
Virtual	58	56	80	76	80	84
No. of client workstations	144	140	143	145	147	149
No. of public access workstations	8	8	8	8	8	8
No. of laptops	47	43	49	52	55	58
Administration	20	16	16	16	16	16
Elected Officials	5	4	5	5	5	5
Dedicated	13	14	19	20	21	22
Loaners	4	4	4	4	4	4
iPads	5	5	5	7	9	11
No. of cell phones	58	70	76	78	80	82
No. of special purpose computer systems	68	67	73	76	81	86
No. of security cameras	58	58	57	59	61	63
No. of applications supported	821	812	807	823	844	862
Desktop (core)	29	29	28	28	28	28
Desktop (specialized)	345	344	335	340	345	350
Server / Backend	195	195	192	197	202	207
CityView	15	15	15	15	15	15
CityWorks	7	7	7	7	7	7
Class	16	16	16	16	16	16
Diamond/eEnterprise	46	47	49	50	49	49
FDM	8	8	8	8	8	8
GeoWare	14	14	14	14	14	14
GIS	102	102	100	99	104	109
IVR	2	2	2	2	2	2
Web	21	22	31	39	46	49
Operating Systems	11	11	10	8	8	8
Growth	10					
No. of work orders opened	5,841	5,062	4,334	4,550	4,778	5,017
No. of work orders closed	5,779	5,019	4,586	4,815	5,056	5,309
% of work orders closed	99%	99%	106%	106%	106%	106%
No. of web site visitors / session	614,123	660,487	514,149	539,856	566,849	595,192
No. of page views	12,386,634	12,396,368	1,406,222	1,476,533	1,550,359	1,627,877



GENERAL FUND - Corporate Services

Information Technology Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Efficiency Measures						
Average infrastructure cost per client device	\$3,207	\$2,925	\$2,900	\$3,744	\$3,854	\$3,973
Average infrastructure cost per device	n/a	\$1,881	\$1,794	\$2,414	\$2,473	\$2,538
Average support cost per client device	\$3,669	\$3,172	\$3,487	\$3,805	\$3,928	\$4,083
Effectiveness Measures						
% of users receiving updated PC	25%	25%	25%	25%	25%	25%
Web site visitors / sessions per day	1,683	1,810	1,409	1,479	1,553	1,631
Webcast sessions			3,860	4,053	4,255	4,468

GENERAL FUND - Corporate Services

FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the utilities, accounting, and lottery licensing functions in accordance with established legislation and by-laws. The employees in this division track and report the City's revenues, expenditures, assets and liabilities. They also provide customer service and information to the public on a wide range of issues.

Financial Services Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	203	186	568	557	557	557	(1)
	203	186	568	557	557	557	
Expenditures (By Activity)							
Cash Receipts & Collections	87	92	127	128	147	148	
Cash Management	78	82	53	53	62	63	
Customer Invoicing & Tax notices	132	139	219	221	253	256	
Financial Analysis and Reporting	119	125	88	89	103	104	
Licensing & Permits	9	10	98	98	113	114	
Public Information/Inquiry & Customer Service:	47	49	176	178	204	207	
Vendor Payments	57	60	53	54	62	63	
	529	557	814	821	944	956	
Net Revenue (Expenditures)	(326)	(371)	(247)	(264)	(387)	(399)	
Expenditures (By Object)							
Wages & Benefits	424	441	679	705	829	844	(2)
Other O&M	105	116	135	116	114	112	
	529	557	814	821	944	956	
Details of Other O&M							
General Services	19	26	26	26	26	26	(3)
Materials	86	90	109	90	88	86	(4)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	105	116	135	116	114	112	

Notes:

- (1) In 2014 Business licence was under Corporate Services & Risk Management and starting in 2015, it is under Financial Services.
- (2) Since April 2015 Customer Services Representatives have been grouped under Financial Services instead of Corporate Services & Risk Management.
- (3) Collection costs
- (4) Postage & printed forms



GENERAL FUND - Corporate Services

Financial Services Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Accounts Payable and Disbursements							
No. of accounts payable invoices processed	5,600	6,440	6500	6500	6500	6500	
No. of Visa card transactions processed	5,600	5,828	6000	6200	6200	6200	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	2,000	2,072	2100	2200	2200	2200	
No. of accounts payable cheques issued	1,000	991	1100	1050	1050	1050	
Cash Receipt and Collections							
No. of cash receipts issued	52,200	52,686	52500	52500	52500	52500	
Customer Invoicing							
No. of utility customer accounts	5,450	5,496	5550	5600	5650	5650	
No. of tax customer accounts	5,500	5,472	5500	5550	5600	5600	
No. of tax certificates issued	600	710	650	650	650	650	
No. of accounts receivable invoices processed	8,200	8,055	8200	8200	8200	8200	
Lottery Licensing							
No. of lottery licences issued	330	318	300	300	300	300	
Efficiency Measures							
Accounts Payable and Disbursements							
Cost per procurement transaction							
- Visa	3.15	3.21	2.88	2.92	3.00	3.08	(1)
- Electronic funds transfer	3.10	3.10	3.18	3.24	3.33	3.33	(1)
- Cheques	4.57	4.79	4.99	4.81	4.91	5.02	(1)
Customer Invoicing							
Cost to process and mail a utility invoice	1.67	1.71	1.91	1.94	1.98	2.01	
Cash conversion cycle (No. of days)	50	50	50	50	50	50	

(cont'd ...)

GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Effectiveness Measures							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after statement date	1,200	1545	1500	1500	1500	1500	
Cash Management							
Average rate of return on investments	2.50%	2.30%	2.00%	2.00%	2.25%	2.50%	
No. of days positive cash balance	365	365	365	365	365	365	
Cash Receipts and Collections							
Average days revenue outstanding							
Tax (net 60 days)	120	118	120	120	120	120	
Utility (net 21 days)	40	39	40	40	40	40	
Other (net 30 days) - not including land sales	90	70	90	90	90	90	
No. of utility accounts balances transferred to taxes	200	262	250	250	250	250	(2)
No. of utility accounts using e-billing service	1,650	1678	1750	1850	1900	1950	
Financial Analysis and Reporting							
Avg. no. of days reconciliations completed late	30	35	70	30	30	30	
Lottery Licensing							
No. of lottery statements outstanding	20	26	20	20	20	20	
Notes:							
(1) Cost for disbursement only; assumes same procurement cost for all methods.							
(2) The e-billing option for utilities became available in May 2013.							



CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Procurement Services 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.

(cont'd...)

GENERAL FUND - Corporate Services

Corporate Services & Risk Management Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	463	469	113	113	113	113	(1)
	<u>463</u>	<u>469</u>	<u>113</u>	<u>113</u>	<u>113</u>	<u>113</u>	
Expenditures (By Activity)							
Customer Services	352	356	309	284	294	297	
Material Purchasing	218	220	191	176	182	184	
Inventory Management	168	169	147	135	140	141	
Risk Management	755	762	662	609	630	637	
Common costs	185	186	162	149	154	156	
	<u>1,678</u>	<u>1,694</u>	<u>1,470</u>	<u>1,352</u>	<u>1,400</u>	<u>1,414</u>	
Net Revenue (Expenditures)	<u>(1,215)</u>	<u>(1,225)</u>	<u>(1,358)</u>	<u>(1,240)</u>	<u>(1,287)</u>	<u>(1,302)</u>	
Expenditures (By Object)							
Wages & Benefits	670	678	405	298	323	317	(2)
Other O&M	1,008	1,016	1,066	1,054	1,076	1,097	
	<u>1,678</u>	<u>1,694</u>	<u>1,470</u>	<u>1,352</u>	<u>1,400</u>	<u>1,414</u>	
Details of Other O&M							
General Services	83	97	122	106	108	110	(3)
Materials	184	141	158	143	146	149	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	3	3	2	3	3	3	
Others (Insurance)	738	775	783	802	819	834	
	<u>1,008</u>	<u>1,016</u>	<u>1,066</u>	<u>1,054</u>	<u>1,076</u>	<u>1,097</u>	

Notes:

- (1) In 2014 Business licence was under Corporate Services & Risk Management and starting in 2015, it is under Financial Services.
- (2) Since April 2015 Customer Services Representatives have been grouped under Financial Services instead of Corporate Services & Risk Management.
- (3) Telephone, communications and radio licensing



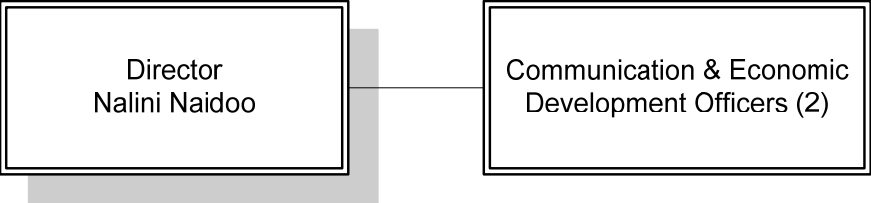
GENERAL FUND - Corporate Services

Corporate Services & Risk Management Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Inventory:							
Issuances	7,100	7,670	7,550	7,700	7,600	7,800	
Inventory line items received	825	859	810	835	815	850	
Year-end inventory value (000s)	475	570	575	580	525	520	(1) & (4)
Procurement:							
Number of purchase orders issued	300	239	110	100	100	100	(5)
Procurement card transactions (PCT)	6,900	6,498	6,600	6,600	6,700	6,700	(2)
Value of PCT (000s)	1,750	1,952	2,400	2,500	2,550	2,600	(2)
Number of cards issued	84	93	100	105	105	105	
Risk Management:							
Number of insurance incidents	13	13	14	20	20	20	(3)
Number of incidents turning into claims	6	8	10	10	10	10	
Efficiency Measures							
Inventory:							
Annual inventory turnover	3.4	1.5	1.5	1.5	1.6	1.7	(4)
% of inventory line items received and stored within 2 working days	90%	85%	90%	95%	95%	97%	
Notes:							
(1) The inventory dollar will continue to increase gradually over the next few years because of the following:							
a) Continue to add medical supplies for Fire & Ambulance Division; max/min quantities to be determined							
b) Completed adjusting max/min quantities for indoor inventory; now working on outside inventory							
c) Continue to add petroleum/oils/lubricants for mechanics; max/min quantities to be determined							
d) Inventory value also absorbing increases							
(2) Procurement card transactions and values may increase as we move to take advantage of rebates that are based on the total value of VISA transactions							
(3) Insurance claims are very difficult to predict. They can vary drastically from year to year and we have little control over the variables that affect them.							
(4) Turnover has decreased due to the absorption into inventory of extra (leftover) pipe and fittings from the Northlands project. These higher value/lower movement items will be on the books for a few years.							
(5) Purchase order quantities are expected to drop as transaction limits on VISA cards have been raised, and the attempt to move more spending in the direction of VISA.							

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DEPARTMENT STAFFING



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget
Communications & Economic Development	3.00	3.00	3.00	3.00	3.00	3.00
Permanent Positions	3.00	3.00	3.00	3.00	3.00	3.00

GENERAL FUND - Communications & Economic Development

DEPARTMENT OF COMMUNICATIONS AND ECONOMIC DEVELOPMENT

The Department of Communications and Economic Development oversees 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

Department Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
Government Transfers							
Other Grants	54	50	51	50	50	50	
	54	50	51	50	50	50	
Expenditures (By Activity)							
Communications	334	377	377	394	408	419	
Economic Development	334	377	376	394	408	419	
	668	754	753	788	816	838	
Net Revenue (Expenditures)	(614)	(704)	(702)	(738)	(766)	(788)	
Expenditures (By Object)							
Wages & Benefits	366	397	396	421	437	449	(1)
Other O&M	302	357	357	367	379	389	
	668	754	753	788	816	838	
Details of Other O&M							
General Services	297	352	352	363	374	384	(2)
Materials	5	5	5	5	5	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	302	357	357	367	379	389	

Notes:

- (1) One additional Communication & Economic Development Officer starting from April 2014 onwards.
(2) Public relations, communications, tourism and NFVA contracted costs



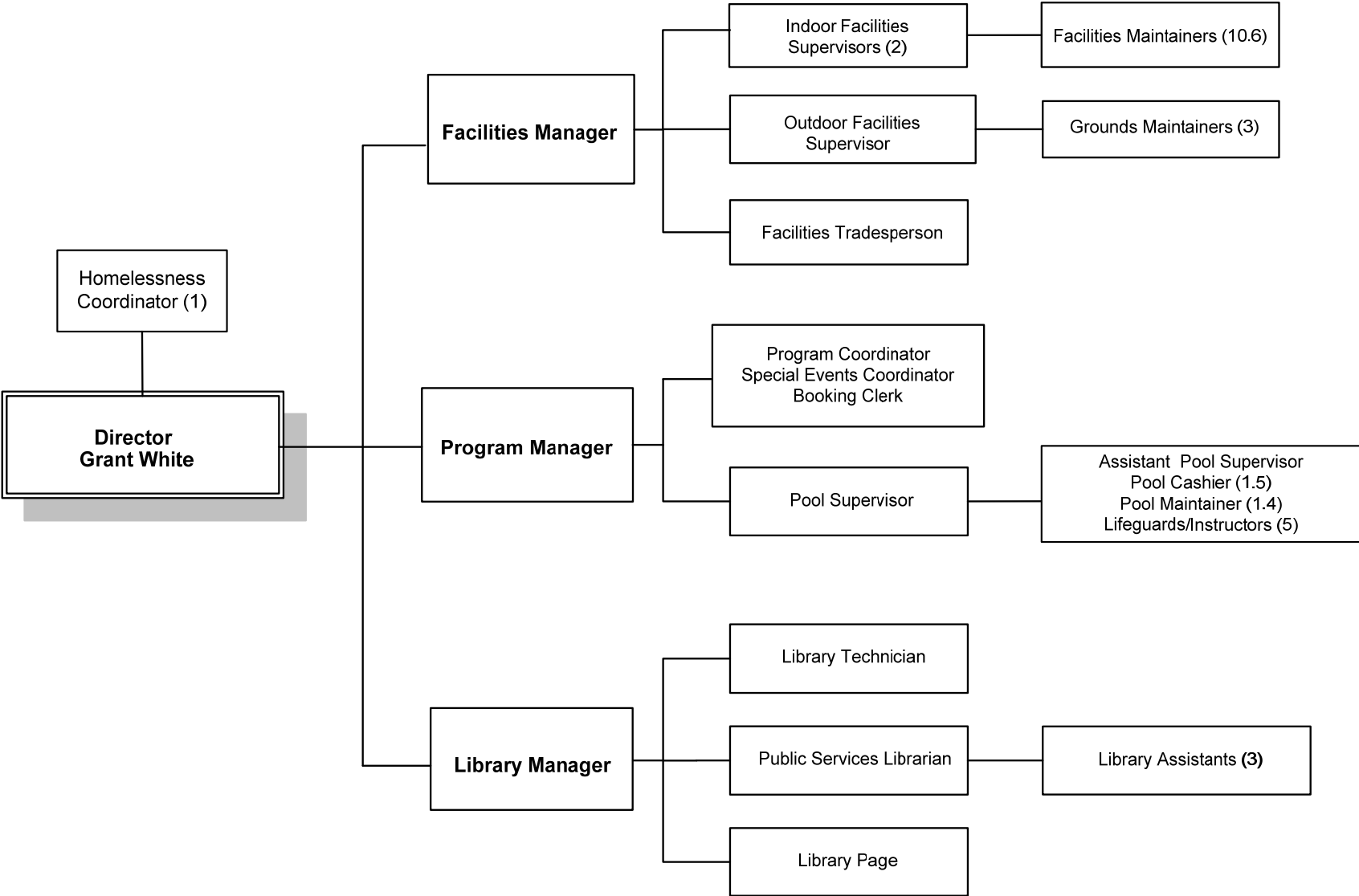
GENERAL FUND - Communications & Economic Development

Communications and Economic Development Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Communications Workload Indicators:							
Communications campaigns	22	22	22	30	30	30	
# Press conferences	20	20	10	20	20	20	
# E News	20	20	19	20	20	20	
# Media releases	51	51	31	90	90	90	
# CED Media Inquiries	1,500	1,500	1,200	2,000	2,000	2,000	
Economic Development Workload Indicators:							
Monthly meetings with NWT Tourism	11	11	11	11	11	11	
Attendance at board meetings with NFVA	12	12	12	12	12	12	
Participation in NWT Tourism boards and committees	3	3	3	3	3	3	
Implementation of Economic Development Strategy action items	24	24	14	14	-	-	(1)
Tourism Workload Indicators:							
Implementation of Tourism Strategy action items:	-	-	10	10	10	12	
Effectiveness Measures:							
# Facebook page reach	3,195	3,195	5,600	6,000	7,000	7,500	
# Twitter followers	1,200	1,200	3,000	4,000	3,000	3,500	
# YouTube viewers	62,533	62,533	99,600	100,000	150,000	160,000	
# of social media tactics	3	3	4	4	4	4	
Notes:							
(1) Strategy implementation ends in 2016							

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DEPARTMENT STAFFING



GENERAL FUND - Community Services

Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget	Note
Directorate	4.00	5.00	5.00	5.00	5.00	5.00	(1)
Arenas/Parks	20.59	20.59	20.59	20.59	20.59	20.59	(2)
Fieldhouse	5.05	4.96	4.96	4.96	4.96	4.96	
Pool	13.83	13.56	13.56	12.85	12.85	12.85	
Programs	5.68	6.15	6.15	6.20	6.20	6.20	
Library	7.25	7.25	7.25	7.25	7.25	7.25	
City Hall	0.23	0.23	0.23	0.23	0.23	0.23	(2)
Curling Club	0.07	0.07	0.07	0.07	0.07	0.07	(2)
Wildcat Café	0.03	0.03	0.03	0.03	0.03	0.03	(2)
	<u>56.73</u>	<u>57.84</u>	<u>57.84</u>	<u>57.18</u>	<u>57.18</u>	<u>57.18</u>	
Permanent Positions	39.88	40.88	40.88	40.88	40.88	40.88	
Part-time/Casual	16.85	16.96	16.96	16.30	16.30	16.30	
	<u>56.73</u>	<u>57.84</u>	<u>57.84</u>	<u>57.18</u>	<u>57.18</u>	<u>57.18</u>	

Note:

- (1) From April 1, 2015 to March 31, 2019, Homelessness Co-ordinator will be 50% financed by City; the balance is from federal funding.
- (2) Forecasted Facilities Tradeperson's time to be spent on these facilities.



GENERAL FUND - Community Services

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 issues. 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.

Department Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
Government Transfers						
Other Grants	117	116	120	116	116	116
User Charges	2,099	2,218	1,939	2,244	2,303	2,363
	<u>2,216</u>	<u>2,334</u>	<u>2,059</u>	<u>2,360</u>	<u>2,419</u>	<u>2,479</u>
Expenditures (By Activity)						
Administration	825	823	850	866	880	894
Arenas	2,116	2,135	2,102	2,059	2,101	2,147
Fieldhouse	723	778	793	777	761	778
Yellowknife Curling Club	140	168	164	160	164	168
Parks	1,170	1,254	1,274	1,192	1,217	1,242
Library	1,091	1,098	1,109	1,110	1,142	1,171
Pool	1,556	1,573	1,626	1,564	1,607	1,649
Recreation	607	596	585	617	629	639
Wildcat	12	19	22	16	16	16
City Hall	323	370	380	353	363	374
	<u>8,560</u>	<u>8,815</u>	<u>8,904</u>	<u>8,713</u>	<u>8,879</u>	<u>9,078</u>
Net Revenue (Expenditures)	<u>(6,344)</u>	<u>(6,480)</u>	<u>(6,845)</u>	<u>(6,353)</u>	<u>(6,460)</u>	<u>(6,599)</u>
Expenditures (By Object)						
Wages & Benefits	4,775	4,942	5,093	5,146	5,333	5,461
Other O&M	3,785	3,872	3,812	3,568	3,546	3,617
	<u>8,560</u>	<u>8,815</u>	<u>8,904</u>	<u>8,713</u>	<u>8,879</u>	<u>9,078</u>
Details of Other O&M						
General Services	908	851	874	832	849	863
Materials	360	331	347	337	343	350
Maintenance	667	699	711	700	718	733
Utility- Fuel	700	737	615	491	404	402
Utility- Power	1,074	1,147	1,153	1,134	1,155	1,190
Vehicle O&M & Fuel	76	107	113	74	77	79
Others	-	-	-	-	-	-
	<u>3,785</u>	<u>3,872</u>	<u>3,812</u>	<u>3,568</u>	<u>3,546</u>	<u>3,617</u>

GENERAL FUND - Community Services

Directorate Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges	7	12	18	15	18	20	(1)
	7	12	18	15	18	20	
Expenditures (By Activity)							
Legislation & Governance	232	231	239	243	247	251	
Facility Operations	116	116	119	122	124	126	
Program Delivery	169	168	174	177	180	183	
Library Services	116	116	119	122	124	126	
Public Information	192	192	198	202	205	208	
	825	823	850	866	880	894	
Net Revenue (Expenditures)	(817)	(811)	(833)	(851)	(862)	(874)	
Expenditures (By Object)							
Wages & Benefits	629	693	693	731	744	757	
Other O&M	195	130	158	135	136	137	
	825	823	850	866	880	894	
Details of Other O&M							
General Services	178	126	147	123	124	125	(2)
Materials	1	3	3	3	3	3	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	16	2	8	10	10	10	
Others	-	-	-	-	-	-	
	195	130	158	135	136	137	

Notes:

- (1) User charges are advertising revenues from the Recreation Guide.
- (2) Brochures, Sidedoor Youth Centre lease agreement and spring clean up contracted costs.



GENERAL FUND - Community Services

FACILITIES DIVISION – ARENAS

The Facilities Division operates and maintains the Yellowknife Community Arena and the Multiplex for community use. The Division is also responsible for the upkeep and maintenance of the Curling Club. This includes maintaining the equipment and structure of the buildings and planning future repairs and upgrades to the facilities to keep the use of the facilities current to the needs of the community. The Facilities Division works closely with several volunteer recreation associations in scheduling the use of the arenas for both summer bookings and winter skating.

Arenas Budget				2016	2017	2018
	2014	2015	2015	Budget	2017	2018
	Actual	Budget	Forecast	Approved	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Revenue						
User Charges	778	836	661	860	885	911
	778	836	661	860	885	911
Expenditures (By Activity)						
Ice Maintenance	318	320	315	412	420	429
Arena Maintenance	1,057	1,067	1,051	968	988	1,009
Plant & Equipment Maintenance	740	747	736	679	693	709
	2,116	2,135	2,102	2,059	2,101	2,147
Net Revenue (Expenditures)	(1,338)	(1,300)	(1,441)	(1,199)	(1,217)	(1,237)
Expenditures (By Object)						
Wages & Benefits	877	858	917	920	1,005	1,032
Other O&M	1,239	1,277	1,185	1,139	1,096	1,115
	2,116	2,135	2,102	2,059	2,101	2,147
Details of Other O&M						
General Services	34	22	22	22	23	24
Materials	2	5	5	5	5	5
Maintenance	237	237	227	242	249	254
Utility- Fuel	371	385	319	253	189	184
Utility- Power	593	628	613	617	631	650
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	1,239	1,277	1,185	1,139	1,096	1,115

GENERAL FUND - Community Services

Arenas Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Note
Workload Indicators:							
Yellowknife Community Arena (YKCA)							
Ice rental (hours available for booking)	11,200	11,017	11,200	11,200	11,200	11,200	
Ice rental (non-billable hours)	950	878	950	950	950	950	
Ice rental (billable hours)	10,250	10,139	10,250	10,250	10,250	10,250	
Ice rental (usage in hours)	6,700	6,470	6,700	6,700	6,700	6,700	
Multiplex							
Ice rental (hours available for booking)	23,000	22,852	23,000	23,000	23,000	23,000	
Ice rental (non-billable hours)	2,900	2,721	2,900	2,900	2,900	2,900	(1)
Ice rental (billable hours)	20,100	20,131	20,100	20,100	20,100	20,100	
Ice rental (usage in hours)	12,500	11,777	12,500	12,500	12,500	12,500	
Gym floor rental (hours available for booking)	12,200	12,025	12,200	12,200	12,200	12,200	
Gym floor rental (non-billable hours)	1,600	1,461	1,600	1,600	1,600	1,600	
Gym floor rental (billable hours)	10,600	10,564	10,600	10,600	10,600	10,600	
Gym floor rental (usage in hours)	6,300	6,185	6,300	6,300	6,300	6,300	
Multi-purpose room rental (hours available for booking)	11,000	10,960	11,000	11,000	11,000	11,000	
Multi-purpose room rental (non-billable hours)	1,400	1,306	1,400	1,400	1,400	1,400	
Multi-purpose room rental (billable hours)	9,600	9,654	9,600	9,600	9,600	9,600	
Multi-purpose room rental (usage in hours)	4,600	4,481	4,600	4,600	4,600	4,600	
Efficiency Measures:							
Yellowknife Community Arena (YKCA)							
Recovery rate	35.28%	38.08%	35.98%	27.70%	27.75%	27.83%	
Usage rate	65%	64%	65%	65%	65%	65%	
Multiplex							
Recovery rate	41.99%	33.03%	20.09%	48.09%	47.93%	47.86%	
Usage rate - Ice	62%	59%	62%	62%	62%	62%	
Usage rate - Gym Floor	59%	59%	59%	59%	59%	59%	
Usage rate - Multi-purpose room	48%	46%	48%	48%	48%	48%	
Effectiveness Measures:							
% of citizens satisfied or very satisfied with the arenas	93%	93%	-	-	-	-	(2)
Note:							
(1) Maintenance							
(2) 2010 Citizen Survey showed 90% of citizens were satisfied.							



GENERAL FUND - Community Services

Yellowknife Curling Club Budget				2016	2017	2018
	2014	2015	2015	Budget	Budget	Budget
	Actual	Budget	Forecast	Approved	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Revenue						
User Charges	5	5	5	5	5	5
	5	5	5	5	5	5
Expenditures (By Facility)						
YK Curling Club	140	168	164	160	164	168
	140	168	164	160	164	168
Net Revenue (Expenditures)	(134)	(163)	(158)	(154)	(158)	(162)
Expenditures (By Object)						
Wages & Benefits	6	7	7	8	8	8
Other O&M	134	161	156	152	156	160
	140	168	164	160	164	168
Details of Other O&M						
General Services	2	2	2	2	2	2
Materials	-	-	-	-	-	-
Maintenance	31	37	34	34	35	35
Utility- Fuel	18	22	21	18	19	19
Utility- Power	83	101	101	98	101	104
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	134	161	156	152	156	160

GENERAL FUND - Community Services

FACILITIES DIVISION – PARKS

The Facilities Division operates and maintains Somba K'e Park, Lakeview Cemetery, 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 ball diamonds, soccer pitches and tennis courts. In addition, the Division provides services such as delivery 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 and infrastructure within the parks, and plans for future community requirements through the budget process.

Parks Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges	103	117	91	84	84	84	
	103	117	91	84	84	84	
Expenditures (By Activity)							
Plant/Equipment Maintenance	117	125	127	119	121	124	
Turf Maintenance	281	301	306	286	292	298	
Litter Collection	129	138	140	131	134	137	
Snow Removal	93	100	102	95	97	99	
Parks Maintenance	199	213	216	202	207	211	
Sports Fields Maintenance	141	151	153	144	147	150	
Special Events	105	113	115	107	110	112	
Cemetery Maintenance	93	100	102	95	97	99	
Janitorial	12	13	13	12	13	13	
	1,170	1,254	1,274	1,192	1,217	1,242	
Net Revenue (Expenditures)	(1,066)	(1,137)	(1,182)	(1,108)	(1,133)	(1,158)	
Expenditures (By Object)							
Wages & Benefits	783	803	819	827	842	858	
Other O&M	386	451	455	365	375	384	
	1,170	1,254	1,274	1,192	1,217	1,242	
Details of Other O&M							
General Services	108	152	152	116	120	122	(1)
Materials	174	146	152	147	150	153	
Maintenance	8	9	7	5	5	5	
Utility- Fuel	16	18	15	12	13	13	
Utility- Power	21	21	24	20	20	21	
Vehicle O&M & Fuel	60	105	105	64	67	69	
Others	-	-	-	-	-	-	
	386	451	455	365	375	384	

Notes:

(1) Mostly contracted costs

(66) THE CITY OF YELLOWKNIFE



GENERAL FUND - Community Services

Parks Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2017	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators:							
Green Space Maintenance							
Sq. m. of Class A green space maintained	233,920	233,920	233,920	233,920	233,920	233,920	
Sq. m. of Class B green space maintained	31,020	31,020	31,020	31,020	31,020	31,020	
Sq. m. of Class C green space maintained	11,263	11,263	11,263	11,263	11,263	11,263	
No. of transplanted trees maintained in green spaces	800	838	838	838	838	838	
Playground Maintenance							
No. of playgrounds maintained	15	15	16	16	16	16	
Sport Court & Fields Maintenance							
No. of tennis courts maintained	8	8	8	8	8	8	
No. of ball diamonds maintained	7	7	7	7	7	7	
No. of sports pitches maintained	4	4	4	4	4	4	
No. of outdoor ice rinks maintained	6	6	6	6	6	6	
No. of skateboard parks maintained	1	1	1	1	1	1	
No. of basketball courts maintained	5	5	5	5	5	5	
No. of beach volleyball courts maintained	1	1	1	1	1	1	
Trail Maintenance							
Metres of paved trail maintained	2,400	2,400	2,400	2,400	2,400	2,400	
Metres of unpaved trail maintained	5,300	5,300	7,500	5,300	7,500	7,500	
City Core Maintenance							
No. of trees and flower pots maintained in city core	147	147	147	147	147	147	
No. of litter receptacles emptied in city core	70	70	70	70	70	70	
City Hall Grounds Maintenance							
No. of flower beds maintained in City Hall grounds	20	20	20	20	20	20	
No. of days snow is required to be cleared from walkways	130	130	130	130	130	130	
No. of days snow is required to be removed from trails	90	90	90	90	90	90	
Cemetery Maintenance							
No. of burials per year	20	26	20	26	20	26	
No. burial permits issued	15	24	15	24	15	24	
Deliveries							
No. of delivery requests made in a year	145	130	130	130	130	130	
No. of litter containers emptied (excluding city core)	210	210	210	210	210	210	

(cont'd ...)

GENERAL FUND - Community Services

Parks Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2017	Forecasted 2017	Forecasted 2018	Notes
Efficiency Measures:							
Green Space Maintenance							
Cost per sq. m. to maintain Class A green space	\$3.36	\$3.36	\$3.45	\$3.45	\$3.55	\$3.55	
Cost per sq. m. to maintain Class B green space	\$1.76	\$1.76	\$1.80	\$1.80	\$1.86	\$1.86	
Cost per sq. m. to maintain Class C green space	\$1.24	\$1.24	\$1.27	\$1.27	\$1.31	\$1.31	
Cost per tree to maintain transplanted trees in green spaces	\$92.96	\$93.00	\$95.44	\$96.00	\$98.31	\$99.00	
Playground Maintenance							
Cost per playground to maintain	\$3,718	\$3,718	\$3,818	\$3,818	\$3,932	\$3,932	
Sport Court & Fields Maintenance							
Cost per tennis court maintained	\$1,859	\$1,859	\$1,909	\$1,909	\$1,966	\$1,966	
Cost per ball diamond maintained	\$8,366	\$8,366	\$8,590	\$8,590	\$8,848	\$8,848	
Cost per sports pitch maintained	\$13,428	\$13,428	\$13,786	\$13,786	\$14,200	\$14,200	
Cost per outdoor ice rink maintained	\$4,648	\$4,648	\$4,772	\$4,772	\$4,915	\$4,915	
Cost per skateboard park maintained	\$6,714	\$6,714	\$6,893	\$6,893	\$7,100	\$7,100	
Cost per basketball court maintained	\$258	\$258	\$265	\$265	\$273	\$273	
Trail Maintenance							
Cost per m. to maintain trails - summer	\$3.87	\$3.87	\$3.98	\$3.98	\$4.10	\$4.10	
Cost per m. to maintain paved trails - winter	\$3.10	\$3.10	\$3.18	\$3.18	\$3.28	\$3.28	
Downtown Core Maintenance							
Cost per sq. block for litter collection - summer (20 blocks)	\$3,615	\$3,615	\$3,712	\$3,712	\$3,823	\$3,823	
Cost per sq. block for litter collection - winter (20 blocks)	\$1,549	\$1,549	\$1,591	\$1,591	\$1,638	\$1,638	
Cost per tree or flower display maintained in city core	\$207	\$207	\$212	\$212	\$218	\$218	
City Hall Grounds Maintenance							
Cost per flower bed maintained in City Hall grounds	\$248	\$248	\$255	\$255	\$262	\$262	
Cost per year to clear walkways of snow	\$12,395	\$12,395	\$12,726	\$12,726	\$13,108	\$13,108	
Cost per year to clear trails of snow	\$12,395	\$12,395	\$12,726	\$12,726	\$13,108	\$13,108	
Cost of burials	\$7,437	\$7,437	\$7,635	\$7,635	\$7,865	\$7,865	

(cont'd ...)



GENERAL FUND - Community Services

Parks Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2017	Forecasted 2017	Forecasted 2018	Notes
Effectiveness Measures:							
Trail Maintenance							
% of citizens very satisfied or somewhat satisfied							
with the condition of the walking trails and bike routes	76%	76%	-	-	-	-	(1)
Outdoor Rinks							
% of citizens very satisfied or somewhat satisfied							
with the maintenance of the City's outdoor rinks	79%	79%	-	-	-	-	(2)
Class A - Green Space that is kept to the highest standards.							
Class B - Green Space similar to Class A, except the horticulture maintenance program is not as intensive.							
Class C - Green Space with a minimal horticultural maintenance program.							
Notes:							
(1) 2010 Citizen Survey showed 83% of citizens were satisfied.							
(2) 2010 Citizen Survey showed 72% of citizens were satisfied.							

GENERAL FUND - Community Services

FACILITIES DIVISION – FIELDHOUSE

The Facilities Division operates and maintains the new 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	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
User Charges	303	316	213	325	335	345
	303	316	213	325	335	345
Expenditures (By Facility)						
Fieldhouse	723	778	793	777	761	778
	723	778	793	777	761	778
Net Revenue (Expenditures)	(420)	(463)	(580)	(452)	(427)	(433)
Expenditures (By Object)						
Wages & Benefits	447	487	487	512	523	534
Other O&M	276	291	306	265	238	244
	723	778	793	777	761	778

Details of Other O&M

General Services	2	3	3	3	3	3
Materials	6	6	5	6	7	7
Maintenance	52	71	63	72	74	76
Utility- Fuel	64	74	67	33	5	4
Utility- Power	151	138	169	151	150	154
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	276	291	306	265	238	244



GENERAL FUND - Community Services

Fieldhouse Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Note
Workload Indicators:							
Track - visits	28,000	28,723	29,000	30,000	30,000	30,000	
Play Area - visits	6,500	5,586	6,500	5,900	5,900	5,900	
Northwestel Field rentals (hours available for booking)	11,200	11,186	11,200	11,200	11,200	11,200	
Northwestel Field rentals (non-billable hours)	100	51	100	100	100	100	(1)
Northwestel Field rentals (billable hours)	11,100	11,135	11,100	11,100	11,100	11,100	
Northwestel Field rentals (usage in hours)	5,700	5,468	5,700	5,700	5,700	5,700	
Field 2 rentals (hours available for booking)	10,700	10,482	10,700	10,700	10,700	10,700	
Field 2 rentals (non-billable hours)	100	34	100	100	100	100	(1)
Field 2 rentals (billable hours)	10,600	10,448	10,600	10,600	10,600	10,600	
Field 2 rentals (usage in hours)	5,200	4,726	5,200	5,200	5,200	5,200	
Efficiency Measures:							
Recovery rate	40.90%	41.88%	26.82%	40.84%	41.18%	41.25%	
Northwestel Field usage rate	51%	49%	51%	51%	51%	51%	
Field 2 usage rate	49%	47%	49%	49%	49%	49%	
Notes:							
(1) Facility maintenance hours and City programs							

GENERAL FUND - Community Services

PROGRAMS DIVISION - AQUATICS

The Program Division manages all recreation programs and events, as well as Ruth Inch Memorial Pool itself. Aquatic 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 NWT. 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 or individual groups from recreation to sport training.

Aquatics Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
User Charges	482	462	479	476	491	505
	482	462	479	476	491	505
Expenditures (By Activity)						
Instruction	319	322	333	320	329	338
Guarding	447	452	467	449	462	474
Operations & Maintenance	790	799	826	795	816	837
	1,556	1,573	1,626	1,564	1,607	1,649
Net Revenue (Expenditures)	(1,074)	(1,111)	(1,148)	(1,088)	(1,116)	(1,144)
Expenditures (By Object)						
Wages & Benefits	1,043	1,058	1,134	1,094	1,127	1,159
Other O&M	513	515	493	470	480	490
	1,556	1,573	1,626	1,564	1,607	1,649
Details of Other O&M						
General Services	23	23	26	24	24	25
Materials	78	75	81	75	77	78
Maintenance	148	132	139	136	139	143
Utility- Fuel	151	154	116	113	114	115
Utility- Power	114	131	131	123	126	129
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	513	515	493	470	480	490



GENERAL FUND - Community Services

Aquatics Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Note
Workload Indicators							
No. of pool operation (hrs.)	6,000	5,352	5,400	6,000	6,000	6,000	
Recreational swim time (hrs)	1980	1,948	1,972	1,980	1,980	1,980	
Instructional & aquafit (hrs)	1680	2,385	2,907	1,680	1,680	1,680	
Liesure Use (Steam & hot tub) (hrs)	6000	5,352	5,400	6,000	6,000	6,000	
Lane Swims (hrs)	3000	2,736	2,700	6,000	6,000	6,000	
School Use (hrs)	900	662	720	900	900	900	
Rental (hrs)	2100	5,326	5,400	2,100	2,100	2,100	
No. of rentals	162	166	180	300	300	300	
Number of bookings conducted	4,000	3,803	4,000	5,500	5,500	5,500	
No. of programs offered	400	457	428	450	450	450	
No. of enrollments	1,977	2,378	2,502	2,400	2,400	2,400	
Membership visits	22,000	23,453	25,000	28,000	28,000	28,000	
Single Admissions	22,000	21,974	21,000	22,000	22,000	22,000	
Trained pool maintenance coverage (hrs)	2912	2,720	2,700	2,912	2,912	2,912	
No. of vandalism reports	1	1	1	2	2	2	
Efficiency Measures							
Pool recovery rate	32.93%	30.99%	29.42%	30.34%	30.35%	30.36%	
% of untrained staff providing maintenance coverage	69%	69%	69%	69%	69%	69%	
No. of unscheduled pool closures	1	1	-	-	-	-	
% of pool rented	89%	89%	91%	100%	100%	100%	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with the operation of the pool	81%	81%	-	-	-	-	(1)
Note:							
(1) 2010 survey showed 82% of citizens were somewhat satisfied or very satisfied.							

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	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
Government Transfers	12	6	10	6	6	6	
User Charges	359	417	418	424	431	438	
	<u>371</u>	<u>423</u>	<u>428</u>	<u>430</u>	<u>437</u>	<u>444</u>	
Expenditures (By Activity)							
Indoor Programs	290	285	280	295	301	306	
Outdoor Programs	173	170	167	176	179	182	
Celebrations	144	141	138	146	149	151	
	<u>607</u>	<u>596</u>	<u>585</u>	<u>617</u>	<u>629</u>	<u>639</u>	
Net Revenue (Expenditures)	<u>(236)</u>	<u>(173)</u>	<u>(157)</u>	<u>(186)</u>	<u>(192)</u>	<u>(195)</u>	
Expenditures (By Object)							
Wages & Benefits	418	451	442	469	479	487	
Other O&M	189	145	143	148	150	152	
	<u>607</u>	<u>596</u>	<u>585</u>	<u>617</u>	<u>629</u>	<u>639</u>	
Details of Other O&M							
General Services	126	83	81	85	86	86	(1)
Materials	63	62	62	63	65	66	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	<u>189</u>	<u>145</u>	<u>143</u>	<u>148</u>	<u>150</u>	<u>152</u>	

Note

(1) Program instructors, facility rentals and contracted costs



GENERAL FUND - Community Services

Recreation Division Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators						
No. of special events	31	30	38	35	35	35
No. of Adopt-a-Street partners	60	63	74	75	80	80
No. of recreational/playground programs	450	497	567	500	500	500
No. of enrollments		2,069	2,226	2,300	2,300	2,300
No. of rental contracts	2,009	2,227	2,300	2,300	2,300	2,300
No. of bookings completed	24,724	25,072	25,700	25,000	25,000	25,000
No. of gym hours available:						
Public schools	32,982	32,982	33,000	33,000	33,000	33,000
Catholic schools	15,658	15,658	16,071	16,000	16,000	16,000
Francophone schools		0	0	0	0	0
No. of gross registrations in programs	4,264	4,264	4,993	6,000	6,000	6,000
No. of net registrations in programs	3,566	3,566	3,500	4,000	4,000	4,000
No. of gross registrations for non-City programs	408	408	279	1,000	1,000	1,000
No. of net registrations in non-City programs	346	346	269	1,000	1,000	1,000
Online registrations	50%	50%	51%	60%	60%	60%
Efficiency Measures						
% of costs recovered by Programs - Recreation Division	70.4%	71%	72%	72%	72%	72%
% of gym space available rented	85%	85%	85%	85%	85%	85%
% of city streets covered under the Adopt-a-Street program	20%	20%	23%	25%	25%	25%

GENERAL FUND - Community Services

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 NWT. This division is responsible for the operation of 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.

Library Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
Government Transfers	105	110	110	110	110	110	
User Charges	27	20	20	20	20	20	
	<u>132</u>	<u>130</u>	<u>130</u>	<u>130</u>	<u>130</u>	<u>130</u>	
Expenditures (By Activity)							
Circulation	296	297	300	301	309	317	
Cataloguing	167	169	170	170	175	180	
Collection Development	73	73	74	74	76	78	
Programs	95	96	97	97	99	102	
Reference	193	194	196	196	202	207	
Building	98	98	99	99	102	105	
Internet	54	54	55	55	56	58	
Inter-Library Loan	116	117	118	118	122	125	
	<u>1,091</u>	<u>1,098</u>	<u>1,109</u>	<u>1,110</u>	<u>1,142</u>	<u>1,171</u>	
Net Revenue (Expenditures)	<u>(959)</u>	<u>(968)</u>	<u>(979)</u>	<u>(980)</u>	<u>(1,012)</u>	<u>(1,042)</u>	
Expenditures (By Object)							
Wages & Benefits	550	557	567	558	578	596	
Other O&M	541	541	542	552	564	575	
	<u>1,091</u>	<u>1,098</u>	<u>1,109</u>	<u>1,110</u>	<u>1,142</u>	<u>1,171</u>	
Details of Other O&M							
General Services	393	389	390	396	405	413	(1)
Materials	26	30	30	31	32	32	
Maintenance	121	122	122	124	127	130	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	<u>541</u>	<u>541</u>	<u>542</u>	<u>552</u>	<u>564</u>	<u>575</u>	

Note:

(1) Mostly Occupancy & Janitorial Services



GENERAL FUND - Community Services

Library Performance Measures							
	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Items Circulated:							
Videos	45,000	43,846	43,000	45,000	45,000	45,000	
Other	58,000	55,708	60,000	60,000	62,000	62,000	
Items added to collection	7,000	6,182	6,826	6,700	6,700	6,700	
Size of collection	62,000	63,000	65,000	65,500	65,500	65,500	(1)
Hours open to the public	2,944	2,944	2,944	2,944	2,944	2,944	
Programs offered	130	124	135	135	135	135	
Meeting room rentals (no. of times space is used)	420	373	420	420	420	420	
Inter-library loans:							
No. of requests by the City Library	1,100	1,069	1,100	1,100	1,100	1,100	
No. of requests by other libraries	700	697	700	700	700	700	
No. of items sent to other libraries	650	616	700	700	700	700	
Reference questions	22,000	19,446	25,000	25,000	25,000	25,000	
Total number of patron visits	195,000	205,418	200,000	200,000	200,000	200,000	
Public behavioural challenge incidents	200	270	220	220	220	220	
Average time spent by staff per incident in minutes	15	15	15	15	15	15	
Library members served per FTE staff member	1,057	1,053	1,074	1,095	1,115	1,136	
Total number of check-outs by self-check technology	41,200	33,373	35,000	37,000	37,000	37,000	(2)
Tally of Wireless Users		10,808	20,000	20,000	20,000	20,000	
Efficiency Measures							
Average material cost per item	\$12.66	\$14.92	\$13.97	\$13.73	\$14.01	\$14.30	(3)
Library services net cost per capita	\$48.52	\$48.94	\$48.94	\$48.97	\$50.51	\$52.00	
Net cost per hour of operation	\$370.72	\$325.74	\$332.54	\$333.76	\$345.26	\$350.39	
Percent of total budget spent on facility maintenance	8.92%	9.98%	8.93%	8.99%	8.99%	8.99%	
Percentage of time public computers are in use	60%	68.04%	60%	60%	60%	60%	
Percentage of circulation effected by self-check technology	40%	34.01%	34%	38%	38%	38%	

(cont'd ...)

GENERAL FUND - Community Services

Library Performance Measures (cont'd)							
	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Effectiveness Measures:							
% of citizens very satisfied or somewhat satisfied with the Library	80%	80%	-	-	-	-	
Circulation per capita	5.04	4.99	5.15	5.23	5.32	5.30	
Visits per capita	9.55	10.3	10	9.97	9.94	9.91	
Reference questions per capita	1.08	0.96	1.25	1.25	1.24	1.24	
Collection development cost per capita	\$4.34	\$4.54	\$4.50	\$4.58	\$4.66	\$4.75	
Percent of total budget spent on materials	7.25%	8.30%	8.12%	8.27%	8.19%	8.13%	
Average number of attendees per program	25	23.58	22	25	25	25	
Inter-library loan requests per capita	0.05	0.054	0.055	0.055	0.055	0.054	
Library membership as percentage of total population	37.58%	38.36%	38.99%	39.60%	40.24%	40.87%	
Annual turnover of circulating materials	1.66	1.58	1.58	1.60	1.63	1.63	
Notes:							
(1) Increased caused by addition of e-resource titles.							
(2) There have been self-check usage challenges in 2015 that will be remediated in 2016.							
(3) Now that e-resources are counted as collection additions; totals have increased reducing the cost per item.							



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	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges	23	23	22	23	23	23	
	23	23	22	23	23	23	
Expenditures (By Facility)							
City Hall	323	370	380	353	363	374	
	323	370	380	353	363	374	
Net Revenue (Expenditures)	(300)	(348)	(358)	(330)	(340)	(351)	
Expenditures (By Object)							
Wages & Benefits	20	24	24	25	25	26	
Other O&M	303	346	355	328	338	348	
	323	370	380	353	363	374	
Details of Other O&M							
General Services	40	50	50	59	60	62	(1)
Materials	9	5	6	5	5	5	
Maintenance	69	89	117	85	87	89	
Utility- Fuel	76	79	73	56	60	62	
Utility- Power	110	122	110	123	125	129	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	303	346	355	328	338	348	

Note:

(1) Mostly janitorial contracted costs and supplies

GENERAL FUND - Community Services

City Hall Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators:						
City Hall maintenance						
No. maintenance requests received	200	150	150	150	150	150
No. City staff person-hours used on maintenance	160	140	140	140	140	140
No. contractor person-hours used on maintenance	180	160	160	160	160	160
Efficiency Measures:						
Average time spent tending to one request (in minutes)	45	35	35	35	35	35



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.

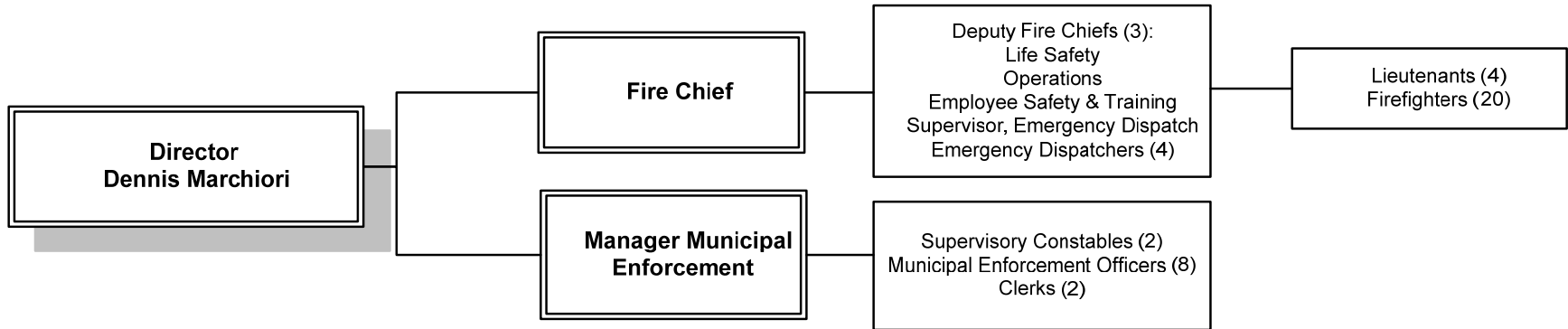
Wildcat Café Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
User Charges	12	12	12	12	12	12
	12	12	12	12	12	12
Expenditures (By Facility)						
Wildcat	12	19	22	16	16	16
	12	19	22	16	16	16
Net Revenue (Expenditures)	0	(7)	(10)	(4)	(4)	(4)
Expenditures (By Object)						
Wages & Benefits	3	3	3	3	3	3
Other O&M	9	16	19	13	13	13
	12	19	22	16	16	16
Details of Other O&M						
General Services	1	3	2	3	3	3
Materials	0	1	4	1	1	1
Maintenance	0	4	3	2	2	2
Utility- Fuel	5	4	5	5	5	5
Utility- Power	3	5	5	3	3	3
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	9	16	19	13	13	13

GENERAL FUND - Community Services

Wildcat Café Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators						
Maintenance calls received	10	9	12	12	12	12
Community Services staff hours	60	54	60	60	60	60
Contractor hours	0	0	0	20	20	20



DEPARTMENT STAFFING



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	
Fire and Ambulance	27.58	32.08	32.08	32.08	32.08	32.08	(1) & (2)
Municipal Enforcement	12.00	12.00	12.00	12.00	12.00	12.00	
	42.58	47.08	47.08	47.08	47.08	47.08	
Permanent Positions	42.58	47.08	47.08	47.08	47.08	47.08	
	42.58	47.08	47.08	47.08	47.08	47.08	

Note:

(1) The cost for Senior Dispatcher was shared equally with Water & Sewer Division until 2015.

Starting from 2015, this PY was fully reported under Fire & Ambulance and 4 additional dispatchers were added.

(2) Facility Tradesperson in 2008 & onwards = .08 PY

GENERAL FUND - Public Safety

PUBLIC SAFETY DEPARTMENT

The Public Safety Department is responsible for three main service areas: emergency services (fire, ambulance, rescue and hazardous materials), enforcement (municipal enforcement) and emergency preparedness. The managers who head each division report to the director, who sets the course and objectives for the department.

Department Budget				2016	2017	2018
	2014	2015	2015	Budget	2017	2018
	Actual	Budget	Forecast	Approved	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Revenue						
User Charges	2,469	2,356	2,305	2,486	2,536	2,536
	2,469	2,356	2,305	2,486	2,536	2,536
Expenditures (By Activity)						
Administration	547	541	541	551	561	571
Fire & Ambulance	4,022	4,585	4,550	4,710	4,824	4,939
Municipal Enforcement	1,285	1,377	1,260	1,430	1,497	1,548
	5,854	6,502	6,350	6,690	6,883	7,058
Net Revenue (Expenditures)	(3,385)	(4,146)	(4,045)	(4,204)	(4,348)	(4,523)
Expenditures (By Object)						
Wages & Benefits	5,174	5,740	5,570	5,926	6,107	6,270
Other O&M	681	763	781	764	776	788
	5,854	6,502	6,350	6,690	6,883	7,059
Interfund Transfers						
To Downtown Development Reserve	83	93	93	93	131	130
	5,937	6,595	6,443	6,783	7,014	7,188
Details of Other O&M						
General Services	119	147	156	166	169	167
Materials	281	279	288	297	299	302
Maintenance	28	33	33	33	33	33
Utility- Fuel	59	71	71	51	54	56
Utility- Power	64	64	64	69	70	72
Vehicle O&M & Fuel	130	169	169	149	153	157
Others	-	-	-	-	-	-
	681	763	781	764	776	788



GENERAL FUND - Public Safety

Directorate Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Expenditures (By Activity)						
Legislation & Governance	141	139	139	138	152	149
Public Information	120	119	119	138	146	154
Policy Development	138	136	137	143	129	131
Long-Range Planning	148	147	147	132	135	137
	547	541	541	551	561	571
Net Revenue (Expenditures)	(547)	(541)	(541)	(551)	(561)	(571)
Expenditures (By Object)						
Wages & Benefits	533	526	527	536	546	556
Other O&M	14	15	15	15	16	16
	547	541	541	551	561	571
Details of Other O&M						
General Services	9	9	9	9	10	10
Materials	4	6	6	6	6	6
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	14	15	15	15	16	16

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*. Officer's 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*
- one constable 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, deal with the public at the counter



GENERAL FUND - Public Safety

Municipal Enforcement Division Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges	1,272	1,356	1,242	1,486	1,536	1,536	
	1,272	1,356	1,242	1,486	1,536	1,536	
Expenditures (By Activity)							
Parking Enforcement	214	229	210	238	249	258	
Traffic Enforcement	465	498	456	517	542	560	
Dog Control	251	269	246	279	292	302	
Licences & Permits	178	191	174	198	207	214	
Court Duties	113	121	111	126	132	136	
Public Information	65	70	64	73	76	78	
	1,285	1,377	1,260	1,430	1,497	1,548	
Net Revenue (Expenditures)	(13)	(21)	(18)	56	38	(13)	
Expenditures (By Object)							
Wages & Benefits	1,054	1,188	1,058	1,220	1,284	1,332	(1)
Other O&M	231	189	202	210	213	216	
	1,285	1,377	1,260	1,430	1,497	1,548	
Details of Other O&M							
General Services	62	63	72	72	72	72	(2)
Materials	110	70	74	80	80	81	(3)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	8	9	9	6	6	7	
Utility- Power	6	6	6	6	6	6	
Vehicle O&M & Fuel	46	41	41	46	48	50	
Others	-	-	-	-	-	-	
	231	189	202	210	213	216	

Notes:

- (1) In 2014 Budget deliberation, Council approved an additional Municipal Enforcement Officer 1 starting July 2014 but hiring had been dependent on Municipal Enforcement Division review. During the 2015 Budget deliberation, Council agreed to delay the hiring until J
- (2) Mostly dog pound contracted cost, tow charges and others
- (3) Clothing & uniforms, materials, and parking meter O&M

GENERAL FUND - Public Safety

Municipal Enforcement Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators						
Notices of Infractions issued:						
No. of parking infractions	12,000	11,345	10,200	14,000	14,000	14,000
No. of traffic infractions	2,200	3,462	2,456	2,500	2,500	2,500
No. of dog infractions	150	121	150	150	150	150
No. of misc. infractions	100	86	100	100	100	100
No. of summons issued	2,400	1,816	2,400	2,400	2,400	2,400
Licences issued:						
No. of dog licences	1,400	1,183	1,200	1,200	1,400	1,400
No. of snowmobile licences	1,200	1,028	1,200	1,200	1,200	1,200
No. of taxi/chauffeur permits	295	331	300	300	300	300
Efficiency Measures						
Division gross cost per capita	\$69.11	\$64.44	\$62.99	\$71.81	\$74.93	\$77.55
Parking enforcement cost per ticket issued	\$5.83	\$6.17	\$10.89	\$10.98	\$11.90	\$12.41
Effectiveness Measures						
% of citizens very satisfied or somewhat satisfied with traffic enforcement	73%	73%	-	-	-	-
Recovery rate of fines issued	90%	88%	88%	88%	88%	88%
% of citizens feel that traffic enforcement is very important or somewhat important as compared to other services	84%	84%	-	-	-	-



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 and Ambulance Division Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	1,197	1,000	1,063	1,000	1,000	1,000	
	1,197	1,000	1,063	1,000	1,000	1,000	
Expenditures (By Activity)							
<i>Emergency Operations:</i>							
Command & Control	1,124	1,281	1,271	1,316	1,348	1,380	
Emergency Response	1,191	1,358	1,347	1,395	1,429	1,463	
Training	753	859	852	882	903	925	
Preventative Maintenance	813	927	920	952	975	998	
<i>Life Safety & Prevention:</i>							
Command & Control	45	51	51	53	54	55	
Inspection Services	46	52	52	54	55	57	
Training	29	33	33	34	35	36	
Prevention/Life Safety	21	23	23	24	25	25	
	4,022	4,585	4,550	4,710	4,824	4,939	
Net Revenue (Expenditures)	(2,825)	(3,585)	(3,487)	(3,710)	(3,824)	(3,939)	
Expenditures (By Object)							
Wages & Benefits	3,586	4,025	3,985	4,170	4,276	4,383	(1)
Other O&M	436	559	564	540	548	556	
	4,022	4,585	4,550	4,710	4,824	4,939	
Details of Other O&M							
General Services	48	75	75	85	85	85	(2)
Materials	167	203	208	212	214	215	(3)
Maintenance	28	33	33	33	33	33	
Utility- Fuel	51	62	62	45	47	49	
Utility- Power	59	59	59	63	64	66	
Vehicle O&M & Fuel	84	128	128	102	105	108	
Others	-	-	-	-	-	-	
	436	559	564	540	548	556	

Notes:

- (1) Since April 2010, the cost for Senior Dispatcher had been shared equally with Water & Sewer Division. Starting from January 2015, this PY has been fully reported under Fire & Ambulance and 4 additional dispatchers have been added.
- (2) Mostly telephone and radio communications, medical director and others
- (3) Medical materials and supplies, protective gears, uniforms and others



GENERAL FUND - Public Safety

Fire and Ambulance Division - Emergency Services Performance Measures							
	Projected 2014	Actual 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators:							
No. of fire suppression responses	200	186	200	200	200	200	(1)
No. of pre-hospital responses	2,850	2,825	3,000	3,100	3,100	3,300	
No. of rescue responses	45	25	45	45	45	45	
No. of hazmat responses	30	31	30	30	30	30	
No. of false alarm responses	160	191	180	180	180	190	
No. of preventative maintenance hours	5,000	5,000	5,000	5,000	5,000	5,000	
No. of employee development and training hours	10,000	10,000	10,000	10,000	10,000	10,000	(2)
Efficiency Measures:							
Net cost per capita	\$143.80	\$134.65	\$166.32	\$177.51	\$183.27	\$189.26	
Effectiveness Measures:							
% of time for on-shift staff managing medical emergency responses without overtime callout	99%	98%	99%	99%	99%	99%	
% of time for on-shift staff managing emergency fire responses without overtime callout	90%	89%	90%	90%	90%	90%	
% of time for on-shift staff managing emergency rescue/dangerous goods responses without overtime	75%	91%	85%	85%	85%	85%	
Avg. target intervention time to 90% of the general public (minutes)	5.15	4.58	5.15	5.20	5.20	5.20	
Comparison of overtime callouts of off-duty career staff needed to respond to emergencies	80	60	70	70	70	70	
Note:							
(1) Fire responses are extremely difficult to predict; they fluctuate each year. Weather plays a significant role.							
(2) Training hours are hard to determine based on staff turnover and retention of paid-on-call firefighters.							

(cont'd ...)

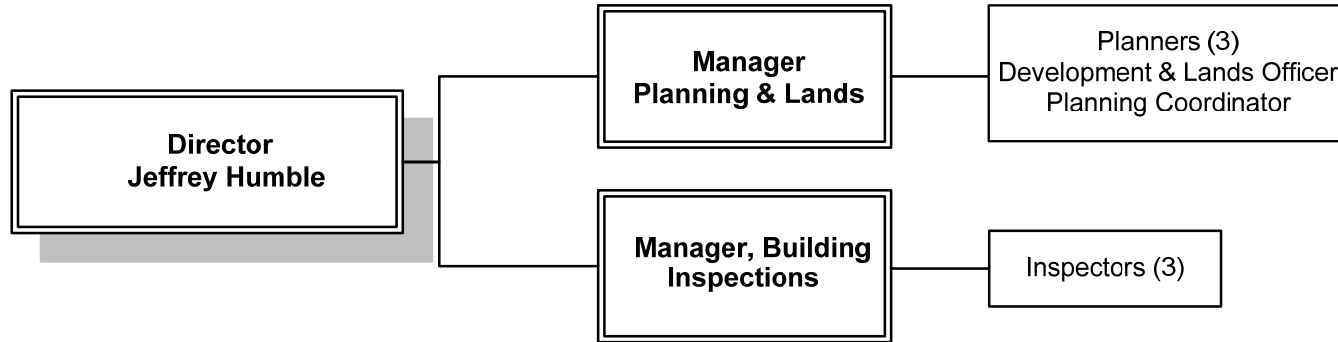
GENERAL FUND - Public Safety

Fire and Ambulance Division (cont'd)-						
Life Safety & Prevention Performance Measures						
	Projected 2014	Actual 2014	Forecasted 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators:						
No. of fire inspections/complaints	200	185	200	200	200	200
No. of carbon monoxide checks	35	59	40	40	40	40
No. of tours hosted and lectures delivered	50	50	50	50	50	50
No. of media/public relations activities	45	52	45	45	45	45
No. of senior citizen activities	3	2	3	3	3	3
No. of lockboxes/evacuations	50	76	60	60	60	60
No. of Quick Access Plans	70	64	70	70	70	70
No. of smoke detector program activities	10	10	10	10	10	10
Efficiency Measures:						
Cost per capita for life safety and prevention	\$7.05	\$7.07	\$7.98	\$8.27	\$8.50	\$8.67



GENERAL FUND - Planning & Development

DEPARTMENT STAFFING



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget
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	5.00
	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>
Permanent Positions	11.00	11.00	11.00	11.00	11.00	11.00
	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>

GENERAL FUND - Planning & Development

PLANNING AND DEVELOPMENT

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.

Department Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
User Charges	323	590	556	653	653	653
	323	590	556	653	653	653
Expenditures (By Activity)						
Administration	523	514	513	535	554	570
Building Inspections	301	318	313	328	342	354
Planning & Lands	629	754	631	708	737	765
	1,453	1,587	1,457	1,572	1,633	1,689
Net Revenue (Expenditures)	(1,130)	(997)	(901)	(919)	(980)	(1,036)
Expenditures (By Object)						
Wages & Benefits	1,228	1,360	1,234	1,350	1,410	1,464
Other O&M	224	227	224	222	223	225
	1,453	1,587	1,457	1,572	1,633	1,689
Interfund Transfers						
From Downtown Development Reserve	(71)	(78)	(78)	(78)	(78)	(78)
	1,382	1,509	1,379	1,494	1,555	1,611
Details of Other O&M						
General Services	191	214	209	209	209	212
Materials	15	13	13	13	13	13
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	1	1	2	1	1	1
Others	17	-	-	-	-	-
	224	227	224	222	223	225



GENERAL FUND - Planning & Development

Directorate Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Expenditures (By Activity)							
Legislation & Governance	100	99	99	103	106	109	
Public Information	109	107	107	112	116	119	
Policy Development	156	153	153	159	165	170	
Long-Range Planning	158	155	155	161	167	172	
	523	514	513	535	554	570	
Expenditures (By Object)							
Wages & Benefits	512	500	500	522	541	556	(1)
Other O&M	12	14	13	13	13	14	
	523	514	513	535	554	570	
Details of Other O&M							
General Services	10	14	13	13	13	14	
Materials	2	-	-	-	-	-	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	12	14	13	13	13	14	

Notes:

(1) Planning Coordinator was under Directorate until May 2014 and since then this position has been under Planning and Lands.

PLANNING & LANDS DIVISION

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

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



GENERAL FUND - Planning & Development

Planning & Lands Budget				2016	2017	2018	
	2014	2015	2015	Budget	Budget	Budget	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	61	60	60	60	60	60	
	61	60	60	60	60	60	
Expenditures (By Activity)							
Legislation & Governance	25	29	25	28	29	30	
Land Use Planning	173	208	174	195	203	211	
Land Administration	188	226	189	212	221	229	
Development Approval Process	136	163	137	153	160	166	
Heritage Committee	36	44	37	41	43	44	
Smart Growth Implementation	70	84	70	78	82	85	
	629	754	631	708	737	765	
Net Revenue (Expenditures)	(568)	(694)	(571)	(648)	(677)	(705)	
Expenditures (By Object)							
Wages & Benefits	433	557	434	512	539	566	(1)
Other O&M	196	198	198	196	198	199	
	629	754	631	708	737	765	
Details of Other O&M							
General Services	172	191	191	188	190	191	(2)
Materials	8	7	7	8	8	8	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	1	1	-	-	-	
Others	17	-	-	-	-	-	
	196	198	198	196	198	199	

Notes:

- (1) Planning Coordinator was under Directorate until May 2014 and since then this position has been under Planning and Lands.
- (2) Mainly Heritage Committee and smart growth implementations.

GENERAL FUND - Planning & Development

Planning & Lands Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators:							
Development Permits issued	240	238	263	150	150	150	(8)
Land Applications	6	9	16	6	6	6	(1)
Subdivision Applications	13	11	26	13	13	13	(2)
Memos to Committee	50	42	47	50	50	50	
Development Permit Appeals	0	0	2	1	1	1	
Development Schemes (Development Plans)	1	1	5	4	1	1	(5)
Major Public Forums/Consultation	30	55	36	20	20	20	(6) & (7)
Land sold (full lots, not portions)	17	18	8	20	20	20	
Total value (residential)	\$270,000	\$417,605	\$1,488,668	\$2,000,000	\$2,000,000	\$1,500,000	(3)
Total value (commerical, industrial)	\$2,900,000	\$3,279,511	\$552,181	\$1,500,000	\$1,500,000	\$1,500,000	(4)
Heritage Committee meetings	11	12	10	11	11	11	
Zoning Amendments	-	11	10	10	10	10	
General Plan Amendments	-	1	2	1	1	1	
Balance of Land Inventory	-	\$15,468,731	\$13,633,430	\$14,000,000	\$12,000,000	\$10,000,000	
Notes:							
(1) Land Applications received by the City or submitted by the City to the GNWT							
(2) Subdivision Applications received for review or requested by the City							
(3) Including full and substandard sized lots							
(4) Including full and substandard sized lots							
(5) Grace Lake South Development Scheme (Development Plan) adopted; 4 other Development Plans in preparation							
(6) Active Transportation (1 online survey), 50th Street Development Streetscaping (1 online survey), Wiley/Lessard (6 stakeholder meetings), Kam Lake (11 meetings, 6 open houses, 1 online survey), Capital Area (2 open houses, 1 bus tour, 4 walking tours, 22 stakeholder meetings).							
(7) Capital Area (25 stakeholder meetings, 1 online survey), 50th Street and 50/50 Corner (2 drop-in sessions, 3 workshops, 1 online survey), Wiley Road Park (1 online survey), 50/50 Lot, Twin Pine Hill Trails & Hank Koenen Park (2 open houses, 1 online survey)							
(8) not including 53 checklist applications in year 2014 and 47 checklist applications in 2015							



GENERAL FUND - Planning & Development

BUILDING INSPECTIONS DIVISION

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

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

Building Inspections Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
User Charges	262	530	496	593	593	593
	262	530	496	593	593	593
Expenditures (By Activity)						
Permit Issuance	106	112	110	123	128	133
Inspections	105	112	110	123	128	133
Permit Follow-ups	30	31	31	33	34	35
Complaints & Investigations	30	31	31	33	34	35
Public Inquiries	30	31	31	16	17	18
	301	318	313	328	342	354
Net Revenue (Expenditures)	(39)	212	183	265	251	239
Expenditures (By Object)						
Wages & Benefits	284	303	300	316	330	343
Other O&M	16	15	13	12	12	12
	301	318	313	328	342	354
Details of Other O&M						
General Services	10	9	5	6	6	6
Materials	5	6	6	5	5	5
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	1	-	2	1	1	1
Others	-	-	-	-	-	-
	16	15	13	12	12	12

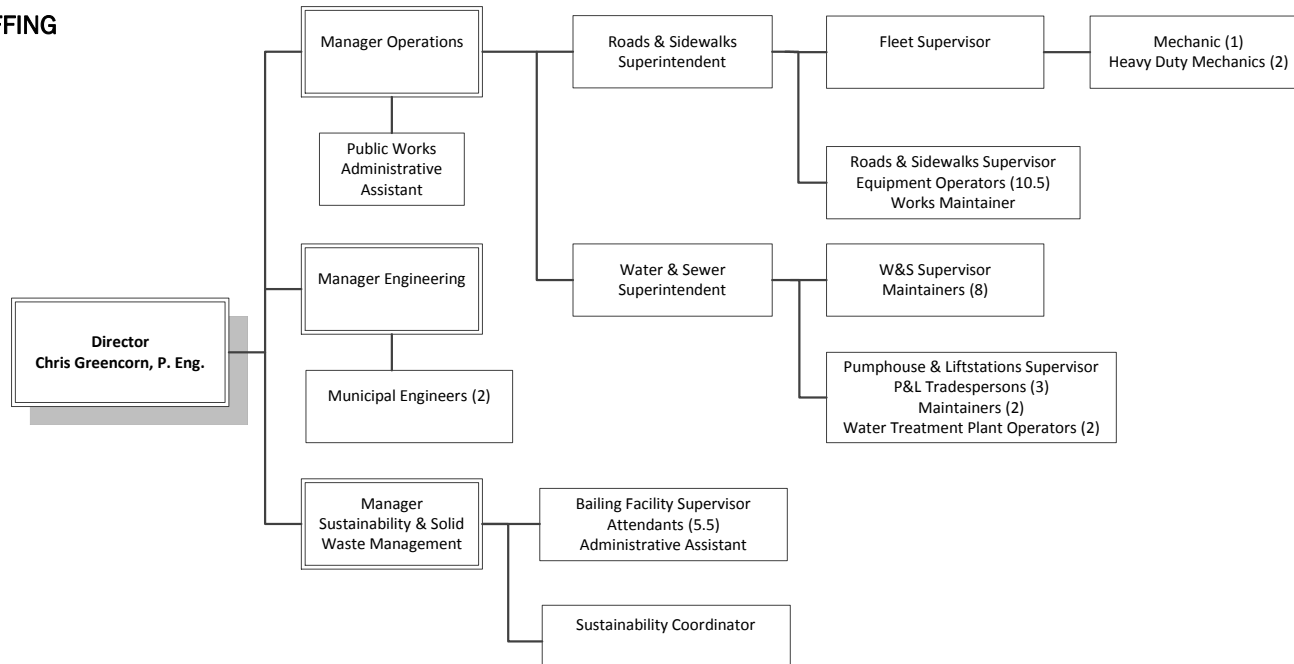
GENERAL FUND - Planning & Development

Building Inspections Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators:							
Permits Issued							
Residential	381	385	430	450	450	450	
Non-Residential	99	91	85	90	90	90	
Other (File Information Requests)	80	95	90	100	100	100	
Total Permits	560	571	605	640	640	640	
Number of inspections performed	670	465	540	550	550	550	
Number of energy audits completed (MNECB only)	10	5	6	10	10	10	
Construction Values (\$000,000s)							
Residential	33	22.6	40	50	50	50	
Non-Residential	15	18.9	16	30	30	30	
Total Value	48	41.5	56	80	80	80	
Effectiveness Measures							
Avg. No. of days to issue a permit	15	20.5	12.5	12	12	12	(1)
Notes:							
(1) The number of days required to issue a permit reflects the number of days from the date of application plus, when necessary, the time spent waiting for the applicant to resubmit a form if it was not fully and correctly completed. On average, applications which are complete and correct when submitted require only 2 days for processing.							



GENERAL FUND - Public Works & Engineering

DEPARTMENT STAFFING



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget	Note
Directorate	7.00	7.00	7.00	7.00	7.00	7.00	
City Garage	3.65	4.63	4.63	4.46	4.46	4.46	(1)
Roads and Sidewalks	15.04	14.58	14.58	14.81	14.81	14.81	
Solid Waste Mgmt.	9.53	9.26	9.26	9.47	9.47	9.47	(2)
Water and Sewer	20.75	21.25	21.25	19.25	19.25	19.25	(3)
	55.97	56.72	56.72	54.99	54.99	54.99	
Permanent Positions	51.58	53.08	53.08	51.08	51.08	51.08	
Part-time/ Casual	4.39	3.64	3.64	3.91	3.91	3.91	
	55.97	56.72	56.72	54.99	54.99	54.99	

Note:

(1) One new HD Mechanic from 2015 onwards.

(2) Facility Tradesperson from 2008 onwards = .08 PY

(3) The cost of Senior Dispatcher was shared equally with Fire & Ambulance Division until 2015.

Starting in 2015, this PY reported under Fire & Ambulance Division. One additional maintainer was added in 2015 but In 2016 number of maintainers will be reduced by two.

PUBLIC WORKS & ENGINEERING

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 Community Energy Plan initiatives. According to Yellowknife's 2013 Energy Inventory, the average Yellowknifer emitted less CO₂ than the national average but, as a whole, the community still spends an estimated \$144 million on energy annually. Within the framework of rising fuel prices and Canada's commitment to reduce emissions, the City has developed a Community Energy Plan (CEP) that was adopted by Council in 2006. The scope of the CEP includes a focused effort to reduce emissions and energy use within City operations and to support the community in its effort to do the same. An update to the CEP is being drafted now, setting targets to 2025 and 2050.



GENERAL FUND - Public Works & Engineering

Department Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
User Charges	438	371	442	391	398	405
	438	371	442	391	398	405
Expenditures (By Activity)						
Administration	784	828	731	899	935	966
City Garage	877	763	724	780	804	825
Public Transit	1,304	1,640	1,640	1,630	1,671	1,710
Roads & Sidewalks	3,579	3,598	3,609	3,683	3,725	3,813
	6,544	6,829	6,704	6,992	7,135	7,314
Net Revenue (Expenditures)	(6,106)	(6,458)	(6,262)	(6,601)	(6,737)	(6,908)
Expenditures (By Object)						
Wages & Benefits	2,625	2,843	2,708	2,997	3,077	3,151
Other O&M	4,713	4,849	4,859	4,937	5,027	5,155
Internal Recoveries	(794)	(863)	(863)	(942)	(969)	(993)
	6,544	6,829	6,704	6,992	7,135	7,314
Details of Other O&M						
General Services	1,584	1,892	1,903	1,909	1,958	2,003
Materials	493	495	503	524	536	548
Maintenance	64	64	64	66	68	69
Utility- Fuel	83	95	86	72	76	79
Utility- Power	1,040	1,039	1,039	959	937	965
Vehicle O&M & Fuel	656	401	401	467	485	500
Others	-	-	-	-	-	-
	3,919	3,986	3,996	3,995	4,058	4,162

GENERAL FUND - Public Works & Engineering

Directorate Budget	2014	2015	2015	2016	2017	2018
	Actual	Budget	Forecast	Budget	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	Approved	(\$000's)	(\$000's)
				(\$000's)		
Expenditures (By Activity)						
Legislation & Governance	78	83	73	90	94	97
Capital Planning	110	116	102	126	131	135
Project Management	118	124	109	135	140	145
Roads & Sidewalks	196	207	183	225	234	242
Water & Sewer	157	166	146	180	187	194
Public Transit	39	41	36	45	46	48
Drafting	86	91	80	99	103	106
	784	828	731	899	935	966
Net Revenue (Expenditures)	(784)	(828)	(731)	(899)	(935)	(966)
Expenditures (By Object)						
Wages & Benefits	748	785	680	856	891	922
Other O&M	36	43	50	43	44	44
	784	828	731	899	935	966
Details of Other O&M						
General Services	17	14	18	14	14	13
Materials	17	23	26	24	24	25
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	3	6	6	6	6	6
Others	-	-	-	-	-	-
	36	43	50	43	44	44



GENERAL FUND - Public Works & Engineering

City Garage Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Expenditures (By Activity)							
Fleet Repair & Maintenance	1,465	1,422	1,386	1,512	1,560	1,602	
Maintenance Costs Allocated	(794)	(863)	(863)	(942)	(969)	(993)	(1)
Garage/Yard Maintenance	173	171	169	175	177	179	
Standby Generator Maintenance	33	33	32	34	35	36	
	<u>877</u>	<u>763</u>	<u>724</u>	<u>780</u>	<u>804</u>	<u>825</u>	
Net Revenue (Expenditures)	<u>(877)</u>	<u>(763)</u>	<u>(724)</u>	<u>(780)</u>	<u>(804)</u>	<u>(825)</u>	
Wages & Benefits	416	495	465	526	539	550	(2)
Other O&M	1,255	1,131	1,122	1,196	1,234	1,267	
Maintenance Costs Allocated	(794)	(863)	(863)	(942)	(969)	(993)	(1)
	<u>877</u>	<u>763</u>	<u>724</u>	<u>780</u>	<u>804</u>	<u>825</u>	
Details of Other O&M							
General Services	37	26	26	28	29	30	
Materials	68	50	50	55	57	59	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	83	95	86	72	76	79	
Utility- Power	51	56	56	49	50	51	
Vehicle O&M & Fuel	223	42	42	50	53	55	
Others	-	-	-	-	-	-	
	<u>461</u>	<u>268</u>	<u>259</u>	<u>254</u>	<u>265</u>	<u>274</u>	

Note:

(1) This represents 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.

(2) One new Heavy Duty Mechanic from 2015 onwards

GENERAL FUND - Public Works & Engineering

Public Transit Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges	355	371	366	391	398	405	
	355	371	366	391	398	405	
Expenditures (By Activity)							
Transit Operations	1,304	1,640	1,640	1,630	1,671	1,710	(1)
Net Revenue (Expenditures)	(949)	(1,269)	(1,274)	(1,239)	(1,273)	(1,305)	
Expenditures (By Object)							
Other O&M	1,304	1,640	1,640	1,630	1,671	1,710	
	1,304	1,640	1,640	1,630	1,671	1,710	
Details of Other O&M							
General Services	1,286	1,630	1,630	1,621	1,661	1,700	(2)
Materials	10	5	5	4	4	4	
Maintenance	8	6	6	6	6	6	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	1,304	1,640	1,640	1,630	1,671	1,710	

Note:

- (1) Transit contracted cost increases in 2015 as it increases services to Niven Lake subdivision and to the Stanton Territorial Hospital.
- (2) Mostly transit contracted costs



GENERAL FUND - Public Works & Engineering

Public Transit Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
No. of hours bus service provided	10,000	9,837	12,000	12,500	12,500	12,500	(1)
Annual ridership based on revenue	181,000	196,427	196,000	199,000	201,000	203,000	(2)
No. of hours accessible transit was provided	3,900	3,861	3,900	3,900	3,900	3,900	(3)
Annual ridership on accessible transit based on daily trip sheets	6,800	7,134	7,000	7,000	7,000	7,000	
Efficiency Measures							
Annual subsidized cost per capita	\$52.76	\$47.60	\$63.69	\$63.49	\$61.57	\$63.08	(4)
Annual revenue/cost ratio	0.23	0.27	0.22	0.24	0.24	0.24	(5)
Annual subsidized cost per capita (accessible transit)	\$10.54	\$12.79	\$12.52	\$13.19	\$13.50	\$13.79	(6)
Annual revenue/cost ratio (accessible transit)	0.08	0.06	0.07	0.07	0.06	0.06	(7)
Effectiveness Measures							
% of users very satisfied or somewhat satisfied with the overall transit system	86%	-	-	86%	86%	86%	(8)
Notes:							
(1) Changes to transit routes in September 2014 and September 2015.							
(2) The ridership in 2013 was 165,226.							
(3) Accessible transit started in September of 2005.							
(4) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was \$30.53 in 2012.							
(5) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was 0.34 in 2012.							
(6) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was \$11.39 in 2012.							
(7) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was 0.15 in 2012.							
(8) According to a Transit Survey in 2012, 84% were satisfied or somewhat satisfied with the overall transit service.							

GENERAL FUND - Public Works & Engineering

Roads & Sidewalks Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges	83	-	75	-	-	-	
	<u>83</u>	<u>-</u>	<u>75</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Expenditures (By Activity)							
Snow & Ice Control	1,279	1,308	1,092	1,155	1,181	1,206	
Street Maintenance	497	578	600	617	633	647	
Street Sweeping	258	192	301	325	333	341	
Storm/Ditch Maintenance	246	265	353	370	379	387	
Traffic Signals/Lighting/Marking	1,299	1,255	1,264	1,216	1,199	1,232	
	<u>3,579</u>	<u>3,598</u>	<u>3,609</u>	<u>3,683</u>	<u>3,725</u>	<u>3,813</u>	
Net Revenue (Expenditures)	<u>(3,496)</u>	<u>(3,598)</u>	<u>(3,534)</u>	<u>(3,683)</u>	<u>(3,725)</u>	<u>(3,813)</u>	
Expenditures (By Object)							
Wages & Benefits	1,461	1,563	1,563	1,615	1,647	1,679	
Other O&M	2,118	2,035	2,046	2,068	2,078	2,134	
	<u>3,579</u>	<u>3,598</u>	<u>3,609</u>	<u>3,683</u>	<u>3,725</u>	<u>3,813</u>	
Details of Other O&M							
General Services	245	222	229	246	253	259	(1)
Materials	398	418	422	441	451	460	
Maintenance	56	59	59	60	62	63	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	989	984	984	911	887	913	(2)
Vehicle O&M & Fuel	430	353	353	411	425	438	
Others	-	-	-	-	-	-	
	<u>2,118</u>	<u>2,035</u>	<u>2,046</u>	<u>2,068</u>	<u>2,078</u>	<u>2,134</u>	

Note:

- (1) Mostly road patching & snow removal contracted costs
- (2) Street and traffic lights



GENERAL FUND - Public Works & Engineering

Snow & Ice Control Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Snow Removal/Clearing						
General Services	51	41	41	53	55	56
Materials	4	1	1	1	1	1
	55	43	43	55	56	57
Vehicle O&M & Fuel	206	204	134	156	161	166
Labour	731	724	644	666	679	692
	991	971	821	876	896	916
General Services	-	-	-	-	-	-
Materials	168	204	203	208	212	216
	168	204	203	208	212	216
Vehicle O&M & Fuel	20	22	8	9	10	10
Labour	101	111	60	62	63	64
	288	337	271	279	285	290
	1,279	1,308	1,092	1,155	1,181	1,206

GENERAL FUND - Public Works & Engineering

Snow and Ice Control Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Annual snowfall (cm)	155	136	155	155	155	155	(1)
Lane/road kilometres maintained	203.53	203.53	205.97	210.44	210.44	210.44	
Efficiency Measures							
Cost per km of snow removed and cleared on roads and city streets	\$4,486	\$6,284	\$6,350	\$5,503	\$5,645	\$5,778	(2)
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with winter road maintenance, including snow removal	77%	77%	-	-	-	-	
Notes:							
(1) Annual Snowfall:							
2008	199.0 cm						
2009	174.1 cm						
2010	124,8 cm						
2011	130 cm						
2012	140.8 cm						
2013	152 cm						
2014	136 cm						
(2) Cost per km includes ice control (winter sanding).							



GENERAL FUND - Public Works & Engineering

Street Maintenance Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
General Services	-	-	-	-	-	-
Materials	18	31	31	27	27	28
	18	31	31	27	27	28
Vehicle O&M & Fuel	8	8	8	9	9	10
Labour	36	40	46	47	48	49
	62	79	85	83	85	87
General Services	-	-	-	-	-	-
Materials	13	16	16	16	16	17
	13	16	16	16	16	17
Vehicle O&M & Fuel	10	8	9	10	10	11
Labour	31	50	34	35	36	37
	54	74	59	62	63	64
Paved Road Maintenance						
General Services	153	153	153	157	161	165
Materials	75	77	77	78	80	82
	228	229	229	235	241	247
Vehicle O&M & Fuel	18	8	26	30	31	32
Labour	80	129	147	152	155	158
	326	366	402	416	427	436
Sidewalk Maintenance						
General Services	43	44	44	45	47	48
Materials	6	6	6	6	6	6
	49	50	50	51	53	54
Vehicle O&M & Fuel	1	1	1	1	1	1
Labour	5	8	4	5	5	5
	54	59	55	57	58	59
	497	578	600	617	633	647

GENERAL FUND - Public Works & Engineering

Street Maintenance Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Lane kms of paved roads	155.7	155.7	156.99	161.66	161.66	164.29	
Kms of paved roads – 2 lane							
Lane kms of paved alleys	8.37	8.37	8.37	8.37	8.37	8.37	
Lane kms of unpaved roads	29.54	29.54	30.69	30.49	30.49	27.86	
Lane kms of unpaved alleys	9.92	9.92	9.92	9.92	9.92	9.92	
Total	203.53	203.53	205.97	210.44	210.44	210.44	
Kms of roads reconstructed and new roads	3.084	2.803	3.739	6.18	1.628	4.230	(1)
Efficiency Measures							
Cost per km maintained – road/alley	\$2,518	\$2,442	\$2,913	\$2,941	\$3,120	\$3,089	
Note (1):							
2014 Reconstruct - 52 Avenue from 49 Street to 56 Street (610 m); Raccine / Ingraham / Doornbos (592 m)							
2014 Pave - DeWeerd Drive, Driscoll Road, Haener Drive (465 m) - gravel to pavement							
2014 Added gravel roads to maintain- Lemay Drive (314 m); Norseman Drive (498 m); Gibben Drive (66m); Hall Cres (258 m) - total 1,136 meters							
2015 Pave - Utsingi Drive, including Taltheilei Drive, Etthen Drive, Drybones tie-ins to Deh Cho Boulevard (1,150 m); Lemay Drive (144 m) - gravel to pavement							
2015 Added gravel roads to maintain - Hall Crescent (715 m); Stinson/Fairchild/Bellanca/Anson/Catalina (1,730 m) - total 2,445 meters							
2016 added paved road to maintain Highway 4, 49th Ave to Giant boat launch (3,653 m)							
2016 Reconstruct - Franklin Avenue, 41 Street to Wiley Road (697 m);							
2016 Pave - Etthen/Taltheilei/Cameron (1,015 m) - gravel to pavement							
2016 Added gravel roads to maintain - Hall Crescent (315 m), Grace Lake South (500 m)							
2017 Reconstruct - Kam Lake Road, Finlayson Drive to Deh Cho Boulevard (845 m)							
2017 Reconstruct/Pave - Old Highway #4, 49th Ave to Niven Gate (783 m)							
2018 Reconstruct - 52 Street, 52 Avenue to 51 Avenue overlay (184 m); 51 Street, 52 Avenue to 51 Avenue overlay (184 m); Otto Dive, Hearn Hill Park to Morrison Drive (484 m); Old Airport Road overlay (750 m)							
2018 Pave - Northlands (Norseman/Stinson/Fairchild/Bellanca/Anson/Catalina) (2,228 m); Cemetery Road (400 m) - total 2,628 m gravel to pavement							



GENERAL FUND - Public Works & Engineering

Street Sweeping	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Vehicle O&M & Fuel	112	57	106	124	128	132
Labour	146	136	194	201	205	209
	258	193	301	325	333	341

Street Sweeping Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Total paved roads/alleys/lanes (km)	164.1	164.7	165.4	170.0	170.0	172.7	
Lane kms							
Efficiency Measures							
Cost per km to street sweep	\$1,334	\$1,566	\$1,820	\$1,918	\$1,971	\$1,992	(1)
Sweeping includes parking lots, sweeping 7 days a week, bulk sand pickup and street washing.							
Notes:							
(1) Cost includes sweeping: labour, fuel and O&M costs.							

GENERAL FUND - Public Works & Engineering

Storm / Ditch Maintenance Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Ditch Maintenance						
General Services	13	13	13	14	14	15
Materials	7	3	3	3	3	3
	20	16	16	17	17	18
Vehicle O&M & Fuel	5	7	14	16	17	17
Labour	34	30	41	42	43	44
	58	53	71	75	77	79
Storm Sewer Maintenance						
General Services	3	3	3	3	3	3
Materials	16	28	28	29	29	30
	19	30	30	31	32	33
Vehicle O&M & Fuel	39	26	35	41	43	44
Labour	130	156	216	223	228	232
	188	212	282	295	302	308
	246	266	353	370	379	387



GENERAL FUND - Public Works & Engineering

Traffic Signals / Lighting / Marking Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
General Services	-	-	-	-	-	-
Materials	36	30	35	36	37	37
	36	30	35	36	37	37
Vehicle O&M & Fuel	4	2	4	4	4	4
Labour	87	30	90	93	95	97
	127	62	128	133	136	138
Sign Maintenance						
General Services	-	1	1	1	1	1
Materials	50	19	19	30	31	32
	50	20	20	31	32	33
Vehicle O&M & Fuel	7	6	5	6	6	6
Labour	60	77	53	55	56	57
	117	103	78	91	94	96
Street Decorating						
General Services	7	6	12	12	13	13
Materials	6	5	5	9	10	10
	13	11	17	22	22	23
Vehicle O&M & Fuel	2	5	4	5	5	5
Labour	17	62	25	26	26	27
	32	78	46	52	53	54
Traffic & Street Lighting						
General Services	31	19	19	20	21	21
Power - Street lights	951	937	937	869	844	869
Power - Traffic lights	38	46	46	42	43	45
	1,020	1,003	1,003	931	907	935
Vehicle O&M & Fuel	0	1	0	0	0	0
Labour	3	8	8	9	9	9
	1,023	1,012	1,011	940	916	944
	1,299	1,255	1,264	1,216	1,199	1,232

GENERAL FUND - Public Works & Engineering

Traffic Signals/Lighting/Marking Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Street lights	1,592	1,592	1617	1630	1650	1670	
Traffic lights	18	18	18	18	19	19	(1), (2)
Pedestrian crosswalks	7	7	7	7	7	7	
Efficiency Measures							
Average yearly energy cost for street lighting	\$993,000	\$951,400	\$937,300	\$868,900	\$843,500	\$868,800	
Average yearly energy cost for traffic lights	\$34,800	\$37,500	\$46,200	\$42,000	\$43,300	\$44,600	(3)
(1) The traffic lights are in sets, therefore 18 sets of traffic lights totals 87 traffic lights.							
(2) 2017 Budget includes addition of traffic light at the intersection of Kam Lake Road and Finlayson Drive.							
(3) LED light installation completed in 2008, intersections to be metered. Actual power cost was reduced from \$83,000 in 2008 to \$37,500 in 2014.							



SOLID WASTE MANAGEMENT FUND

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

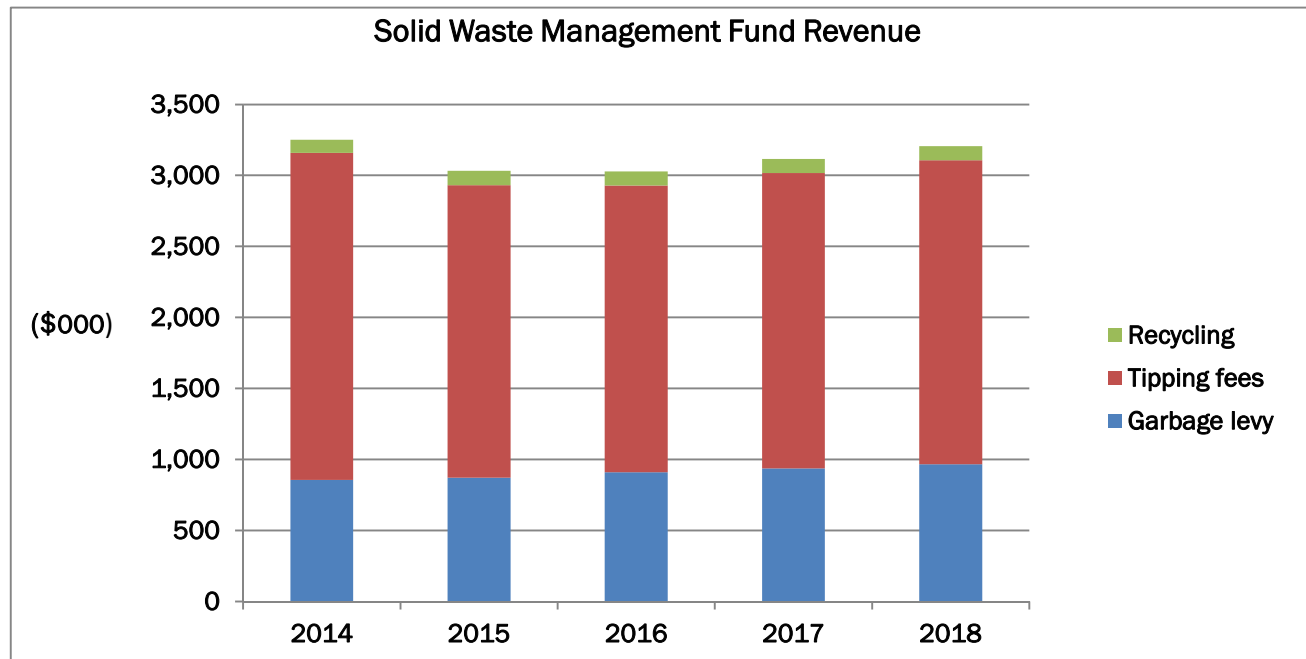
Solid Waste Management Fund Budget							
	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
User Charges							
Solid Waste Levy	857	885	872	911	938	967	(1)
Tipping Fees	2,302	1,958	2,060	2,017	2,078	2,140	(1)
Sales of Recyclables	92	100	100	100	100	100	
	3,251	2,943	3,032	3,028	3,116	3,207	
Allocated to Capital	(230)	-	-	(278)	(278)	(278)	
	3,021	2,943	3,032	2,750	2,838	2,929	
Expenditures (By Activity)							
Waste Collection	318	340	340	329	348	369	
Waste Processing	1,468	1,323	1,301	1,382	1,410	1,437	
Waste Recycling	419	501	498	435	433	443	
Site Restoration/Closure							
-Annual Accrual	-	94	94	94	94	94	
Amortization	618	487	652	661	712	1,125	
	2,823	2,745	2,886	2,900	2,998	3,468	
Net Revenue (Expenditures)	198	198	147	(151)	(160)	(539)	
Interfund Transfers							
(To) From General Fund	(307)	(310)	(310)	(318)	(326)	(334)	(2)
Change in Fund Balance Before Reallocation of Amortization	(109)	(112)	(164)	(468)	(486)	(873)	
Reallocation of Amortization	618	487	652	661	712	1,125	
Change in Fund Balance	509	375	489	193	226	252	
Opening Balance	(1,704)	(1,149)	(1,195)	(706)	(513)	(287)	
Closing Balance	(1,195)	(774)	(706)	(513)	(287)	(35)	
Expenditures (By Object)							
Wages & Benefits	910	952	938	983	1,004	1,025	
Other O&M	1,913	1,793	1,947	1,918	1,994	2,443	
	2,823	2,745	2,886	2,900	2,998	3,468	
Details of Other O&M							
General Services (Contracted & Recycling Costs)	940	830	830	749	767	798	
Materials	42	57	57	58	59	60	
Maintenance	68	80	80	82	85	87	
Utility- Fuel	32	56	45	51	46	42	
Utility- Power	85	82	82	86	88	91	
Vehicle O&M & Fuel	128	108	108	137	142	146	
Amortization	618	487	652	661	712	1,125	
Others (Landfill Closure Accrual)	-	94	94	94	94	94	
	1,913	1,793	1,947	1,918	1,994	2,443	

Notes:

(1) Revenues are based on the assumption that the user fee rates will increase at 2.5% per year from 2016 to 2018

(2) The administration fee transferred to the General Fund is based on the estimated cost of administrative services provided to the SWM Fund.

SOLID WASTE MANAGEMENT FUND



SOLID WASTE MANAGEMENT FUND

Solid Waste Management Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Material Incoming (Metric Tonnes):							
Residential	2,788	4,202	4,150	4,100	4,100	4,100	
Municipal	40,887	39,996	38,000	35,000	34,000	33,000	
Commercial	16,981	17,574	20,000	20,000	22,000	21,000	
Total Tonnes Received	60,656	61,772	62,150	59,100	60,100	58,100	
Material diverted from waste stream (Metric Tonne):							
Appliances @ 68 kg each	167	156	145	150	150	150	
Appliances with freon @ 90 kg each	51	49	48	49	49	49	
Newsprint/cardboard/paper/boxboard	1,850	1,898	1,800	1,950	2,000	2,000	
Aluminum cans							
Steel / tin / scrap metal	525	534	700	520	650	550	
Batteries @ 9 kg each	8	40	42	40	40	40	
Mixed recycling (plastics, glass, tin cans)	185	202	120	195	195	195	
Tires @ 19 kg each	120	0	0	0	0	0	(1)
Tires Oversized @ 50 kg each	40	0	0	0	0	0	(1)
E-waste shipped	58	47	50	10	10	10	(2)
Vehicles received to be shipped (1500kg)	185	210	160	175	175	175	
Propane tanks @ 7.7 kg each	1	2	2	2	2	2	
Tree branches / organics	250	267	458	400	400	400	
Additional recycling:							
Hazardous waste	19	20	12	15	15	15	
Total of Material Diverted	3,459	3,424	3,537	3,506	3,686	3,586	
Items reused on-site:							
Wood waste re-used for cover material (Metric Tonne)	225	236	235	250	250	250	
Tires @ 19 kg each	120	129	129	129	130	130	(3)
Tires Oversized @ 50 kg each	40	27	25	29	29	29	(3)
Contaminated soil	6,000	5,059	10	0	0	0	(4)
Contaminated water	30	21	0	0	0	0	(4)
Asphalt	6,500	7,461	3,000	3,500	3,500	3,500	
Clean fill	30,000	21,675	21,500	30,000	30,000	30,000	
Total Re-used	42,915	34,608	24,899	33,908	33,909	33,909	

(cont'd ...)

SOLID WASTE MANAGEMENT FUND

Solid Waste Management Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Effectiveness Measures							
Curbside Organics Program (Metric Tonne):							(5)
Incoming Volume Organics - Range Lake Phase 1	-	12	84	90	92	94	(6)
Incoming volume Waste - Range Lake Phase 1	-	37	244	238	236	234	(6)
% Diversion Range Lake	-	24%	26%	27%	28%	29%	
Incoming Volume Organics - Old Town Phase 2	-	-	27	111	112	113	(7)
Incoming volume Waste - Old Town Phase 2	-	-	45	154	153	152	(7)
% Diversion Old Town	-	-	38%	42%	42%	43%	
% of materials reused on site	70.8%	56.0%	40.1%	57.4%	56.4%	58.4%	
% Diversion	5.7%	5.5%	5.7%	5.9%	6.1%	6.2%	(8)
Notes:							
(1) Tires are no longer shipped south due to cost							
(2) GNWT will be starting an ewaste program starting February 1, 2016							
(3) Tires are shredded and used for cover materials in the winter							
(4) No longer accepted as of 01/10/2014							
(5) Frame Lake organic collection (Phase 3) will roll out in the fall of 2016 and Downtown (Phase 4) will roll out in the fall of 2017.							
(6) Range Lake organic collection started on November 10, 2014							
(7) Old Town organic collection started on October 14, 2015							
(8) % Diversion is calculated on all materials							



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 and Sewer Fund Budget							
	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
Government Transfer	-	130	131	131	131	131	
User Charges							
Piped Water	6,452	6,777	6,682	6,805	7,086	7,380	(1)
Trucked Water	1,194	1,230	1,206	1,228	1,284	1,342	(1)
Other User Charges	169	177	177	185	193	200	(2)
	7,815	8,314	8,196	8,349	8,694	9,053	
Allocated to Capital	(1,464)	(1,575)	(1,090)	(778)	(778)	(778)	
	6,350	6,739	7,107	7,571	7,916	8,274	
Expenditures (By Activity)							
Sewage Disposal	1,972	1,775	1,820	1,849	1,886	1,932	
Water Distribution	3,450	4,278	4,225	4,364	4,387	4,406	
	5,422	6,053	6,045	6,213	6,273	6,338	
Labour & Vehicle O&M Allocation	74	242	73	74	76	77	
Amortization	4,184	4,284	4,268	5,184	5,313	5,383	
	9,680	10,579	10,385	11,471	11,662	11,798	
Net Revenue (Expenditures)	(3,329)	(3,839)	(3,279)	(3,900)	(3,746)	(3,523)	
Interfund Transfers							
(To) From General Fund	(1,172)	(1,126)	(1,126)	(1,154)	(1,183)	(1,213)	(3)
Change in Fund Balance Before Reallocation of Amortization	(4,501)	(4,965)	(4,405)	(5,054)	(4,930)	(4,736)	
Reallocation of Amortization	4,184	4,284	4,268	5,184	5,313	5,383	
Change in Fund Balance	(317)	(681)	(137)	130	383	647	
Opening Balance	(300)	(600)	(618)	(755)	(625)	(241)	
Closing Balance	(618)	(1,281)	(755)	(625)	(241)	406	
Expenditures (By Object)							
Wages & Benefits	2,163	2,113	2,171	2,075	2,128	2,177	
Other O&M	7,517	8,466	8,215	9,396	9,534	9,621	(4)
	9,680	10,579	10,385	11,471	11,662	11,798	
Details of Other O&M							
General Services (Mostly Water Delivery & Sewage Pumpout Contracted Costs)	1,287	1,481	1,480	1,644	1,637	1,762	
Materials	361	333	333	341	348	354	
Maintenance	99	80	80	90	93	95	
Utility- Fuel	353	544	544	305	272	105	
Utility- Power	1,092	1,620	1,385	1,688	1,724	1,769	
Vehicle O&M & Fuel	140	124	124	143	149	153	
Amortization	4,184	4,284	4,268	5,184	5,313	5,383	
	7,517	8,466	8,215	9,396	9,534	9,621	

Notes:

(1) Piped and Trucked Water - See the following schedule of water and sewer rates based on the rate increases of 3% in 2016 and 4% in 2017 and 2018 for the estimated consumption and revenue.

In 2016, Infrastructure replacement levy will increase from \$10.5 to \$12 per equivalent residential unit (ERU) per month. This levy is used to finance W&S infrastructures in Capital Fund.

(2) Other user charges are mainly from utilities penalties.

(3) The Water and Sewer Fund pays an administration fee to the General Fund.

(4) New water treatment plant in 2015

WATER & SEWER FUND

Water & Sewer Fund Revenue				2016	
				Budgeted	
				Revenue	
				(\$)	
Piped Services:					
	Equivalent residential unit charge		7.95	11,467	1,094,172
	Demand charge based on water meter size:	5/8"	9.87	4,448	526,682
		3/4"	14.79	33	5,857
		1"	24.65	64	18,930
		1 1/2"	54.22	53	34,483
		2"	93.65	78	87,654
		3"	207.00	11	27,324
		4"	364.73	4	17,507
		6"	837.89	1	10,055
		8"	1,478.64	1	17,744
	Consumption:		1,377,000 cubic metre		
			\$3.61/cubic metre		4,964,085
					6,804,493
	Others				
	Water Meters Fee 100% Cost Recovery				
	Connect/ Disconnect Permit @\$43.5				
				Annual	2016
				# of Account/	Budgeted
				Consumption	Revenue
				(Litres)	(\$)
Trucked Services					
			Rate		
	Residential access charge - accounts		\$57.38	5,711	327,705
	Residential consumption <3,300 gallons/15,000 Litres		\$16.40	40,400,000	145,596
	Residential consumption >3,300 gallons/15,000 Litres		\$93.48	1,200,000	24,655
	Commercial access charge - accounts		\$163.85	2,990	489,919
	Commercial consumption <3,300 gallons/15,000 Litres		\$16.40	32,500,000	117,126
	Commercial consumption >3,300 gallons/15,000 Litres		\$93.48	2,700,000	55,473
					1,160,473
	Others				
	Bulk Sales @ \$21.24/ 1,000 gallon (4,550 Litres)				67,980
	New Utility Account Setup/ Registration Fee				
	Paper Billing		36.0	430	15,480
	Paperless Billing		25.5	150	3,825
					19,305
	Infrastructure Replacement Levy (to finance Water & Sewer Projects)				
	Charge is Per Equivalent Residential Unit (ERU)				
			Monthly	Average	2016
			Charge	Monthly	Budgeted
			(\$)	# of ERU	Revenue
					(\$)
			12.00	12,315	1,773,300



WATER & SEWER FUND

Sewage Disposal Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Liftstations/Effluent Operations						
Operations & Maintenance	426	440	440	460	472	479
Allocated Vehicle O&M & Fuel	10	25	8	10	10	10
Allocated Labour	245	157	196	185	182	186
	681	622	644	655	664	675
Trucked Sewage						
General Services	806	855	855	872	898	925
Allocated Vehicle O&M & Fuel	-	-	-	-	-	-
Allocated Labour	-	1	-	-	-	-
	806	856	855	872	898	925
Sewage System Maintenance						
Operations & Maintenance	198	109	109	112	115	117
Allocated Vehicle O&M & Fuel	63	44	49	56	58	60
Allocated Labour	225	143	163	154	151	155
	485	296	321	322	325	332
Total Sewage Disposal						
Direct Costs	1,430	1,404	1,404	1,444	1,485	1,521
Allocated Vehicle O&M & Fuel	73	70	57	66	68	70
Allocated Labour	470	301	359	338	333	341
	1,972	1,775	1,820	1,849	1,886	1,932

WATER & SEWER FUND

Water Distribution Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Pumphouses & Water Treatment Plant						
Operations & Maintenance	1,231	2,010	1,775	1,921	1,944	1,909
	1,231	2,010	1,775	1,921	1,944	1,909
Allocated Vehicle O&M & Fuel	1	5	4	5	5	5
Allocated Labour	852	917	835	788	776	794
	2,084	2,932	2,614	2,714	2,725	2,708
Trucked Water Delivery						
General Services	714	776	776	838	855	872
Water Line/Hydrant Maintenance						
Operations & Maintenance	79	74	74	84	86	88
Allocated Vehicle O&M & Fuel	31	42	41	47	49	50
Allocated Labour	398	351	586	553	545	557
	508	467	701	684	680	695
Water Meter Services						
Operations & Maintenance	8	12	12	8	8	8
Allocated Vehicle O&M & Fuel	35	7	22	26	27	28
Allocated Labour	102	84	100	95	93	95
	144	103	134	128	128	131
Total Water Distribution						
Direct Costs	2,032	2,871	2,636	2,851	2,893	2,877
Allocated Vehicle O&M & Fuel	67	54	67	78	80	83
Allocated Labour	1,351	1,352	1,522	1,435	1,414	1,445
	3,450	4,278	4,225	4,364	4,387	4,406



WATER & SEWER FUND

Water and Sewer Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
No. of metres of replaced water and sewer mains	5,796	4,910	728	334	281	410	(1)
No. of metres of new water and sewer mains	-	1,013	2,177	912	-	-	
No. of fire hydrants	342	327	338	340	340	340	(2)
No. of fire hydrants flushed	0	150	304	300	300	300	
No. of bleeders on City main lines	3	3	-	-	-	-	
No. of water meters replaced:							
Public Works (in-house)	30	19	21	20	20	20	
Contracted out	80	0	247	10	10	10	
Total water meters replaced	110	19	268	30	30	30	(3)
No. of new water and sewer (W&S) services privately installed:							
Niven Lake	-	4	12	2	2	2	
Northlands	140	248	-	-	-	-	
Block 501	30	31	101	40	-	-	
No. of services replaced under Capital	-	-	20	-	-	-	
No. of services repaired/replaced under Service Connection Failure Assistance Fund (SCFA):							
Public Works (in-house)	85	99	65	50	50	50	
Contracted out	35	39	15	10	10	10	
Total	120	138	80	60	60	60	
No. of services repaired/replaced by City (Capital and O&M)	120	138	100	60	60	60	
No. of single line bleeders eliminated	10	6	-	-	-	-	
No. of Aquaflow units eliminated	3	2	-	-	-	-	
Notes:							
(1) Values for 2014, 2015 and 2016 include mains installed in Northlands and Block 501. All mains for Northlands installed in 2014.							
(2) In this budget cycle all fire hydrants within Northland Trailer Park will become part of the City's PH #4 system, thus current identification system requires updating. Values include new hydrants in Block 501.							
(3) Replacement of meters will be ongoing, especially now that specifications have been changed due to purchase of automated reading equipment.							

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LAND DEVELOPMENT FUND

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 Budget				2016	2017	2018	
	2014	2015	2015	Budget	Budget	Budget	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Government Transfer	-	-	17	-	-	-	
User Charges							
Land Leases	217	214	201	232	232	232	
Land Sales	3,697	2,415	2,722	2,834	3,934	5,049	(1)
	<u>3,914</u>	<u>2,629</u>	<u>2,940</u>	<u>3,066</u>	<u>4,166</u>	<u>5,281</u>	
Expenditures (By Activity)							
Land	217	1,008	970	1,241	2,042	2,636	(2)
	<u>217</u>	<u>1,008</u>	<u>970</u>	<u>1,241</u>	<u>2,042</u>	<u>2,636</u>	
Net Revenue (Expenditures)	<u>3,697</u>	<u>1,621</u>	<u>1,970</u>	<u>1,826</u>	<u>2,124</u>	<u>2,645</u>	
Interfund Transfers							
(To) From General Fund	(175)	(175)	(175)	(179)	(184)	(189)	(3)
(To) From Capital Fund	(1,740)	(1,124)	(375)	(3,500)	(2,000)	(2,500)	(4)
Change in Fund Balance	<u>1,782</u>	<u>322</u>	<u>1,420</u>	<u>(1,854)</u>	<u>(60)</u>	<u>(43)</u>	
Opening Balance	<u>(316)</u>	<u>595</u>	<u>1,466</u>	<u>2,886</u>	<u>1,032</u>	<u>972</u>	
Closing Balance	<u>1,466</u>	<u>917</u>	<u>2,886</u>	<u>1,032</u>	<u>972</u>	<u>929</u>	(5)

Notes:

- (1) Land sales for 2016 to 2018 are based on selling parcels of Grace Lake South, Hordal-Bagon, Niven Lake Phase 5 & 7, Engle Business District and Enterprise Drive over next three years.
- (2) When land from 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 Land to General Funds 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 cost was/will be reported as investment in capital assets so related amount was/ will be transferred to Capital Fund.
- (5) As of December 31, 2014, the net realizable value of land inventory was about \$15.5 million with a book value of \$5.8 million.

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SERVICE CONNECTION FAILURE ASSISTANCE 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 freeze-up 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 lines from the City mains to the customer's building and provides assistance to customers.

Service Connection Failure Assistance Fund				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Insurance Premium	1,157	1,156	1,156	1,169	1,169	1,169	(1)
Insurance Deductible	57	60	60	36	36	36	
	1,214	1,216	1,216	1,205	1,205	1,205	
Expenditures							
Contracted Services	873	870	870	652	671	687	
Materials	155	56	56	122	125	127	
Labour/ Equipment	343	290	290	302	380	391	(2)
	1,370	1,216	1,216	1,076	1,176	1,205	
Net Revenue (Expenditures)	(157)	-	-	129	28	-	
Interfund Transfers							
(To) From Capital Fund	-	-	-	-	-	-	
Change in Fund Balance	(157)	-	-	129	28	-	
Opening Balance	-	-	(157)	(157)	(28)	0	
Closing Balance	(157)	-	(157)	(28)	0	0	

Notes:

- (1) See the following schedule of the Service Connection Failure Assistance Program premiums and deductibles.
 (2) Labour and equipment are the internal charges from the Water and Sewer Fund.

Budgeted revenue is based on the following:					
					2016
					Budgeted
			Rate	Number/ Volume	\$
Premiums Per Equivalent Residential Unit			\$10.00	9,738	1,168,600
Deductible-(Average # of Monthly Charges)			\$1,000.00	3.00	36,000
Total Revenue					1,204,600



SERVICE CONNECTION FAILURE ASSISTANCE FUND

Service Connection Failure Assistance Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
No. of services repaired/replaced under SCFA:							
Public Works (in-house)	85	99	65	50	50	50	
Contracted Out	35	39	15	10	10	10	
Total	120	138	80	60	60	60	
Effectiveness Measures							
Average cost to repair/replace service with dual circulating water service under SCFA							
	\$15,000	\$14,000	\$13,500	\$15,800	\$16,200	\$16,600	(1), (2) & (3)
Notes:							
(1) Pavement and sidewalk repairs are now included in the cost of performing a SCFA repair.							
(2) Average cost of service replacement/repair subject to inflation of material cost.							
(3) Average repair cost are approximately 20% of service replacement cost which in turn results in lower overall average cost based on ratio.							

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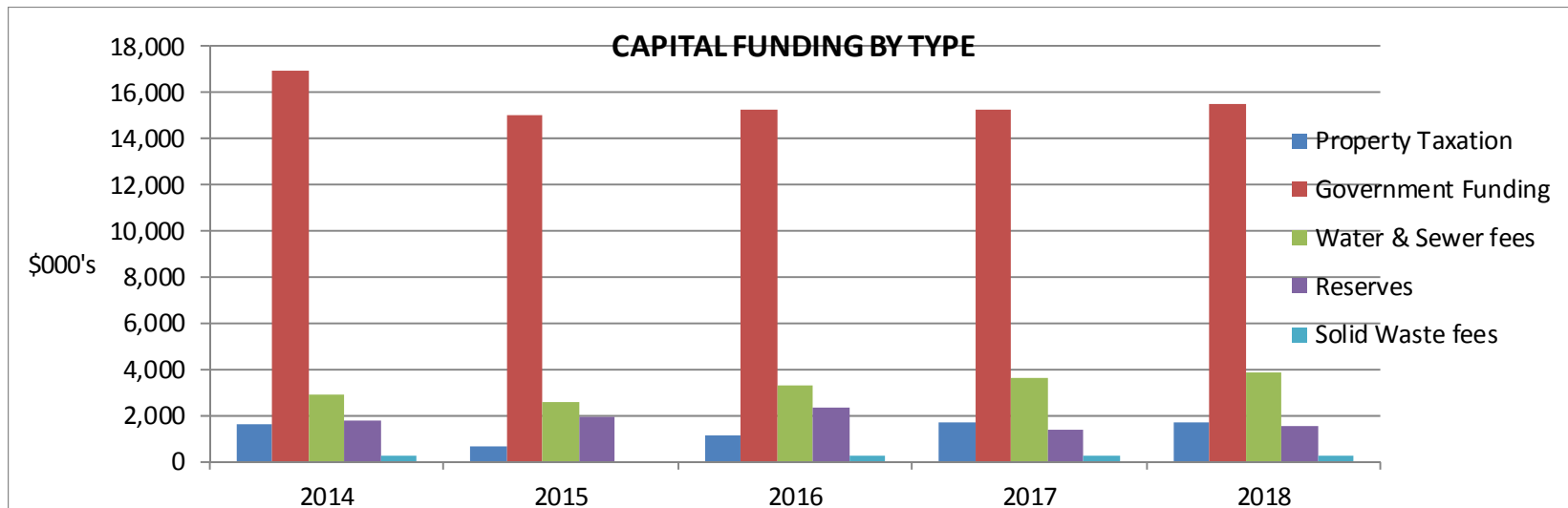
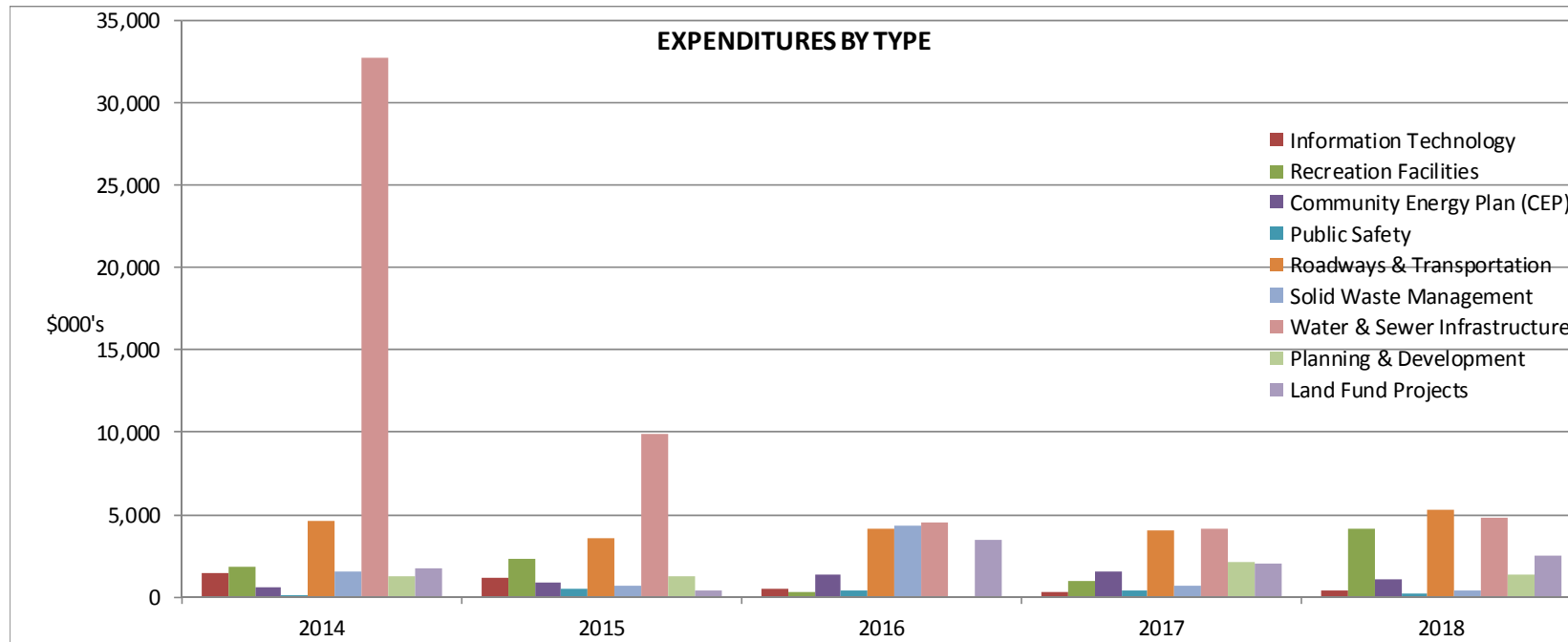


CAPITAL FUND

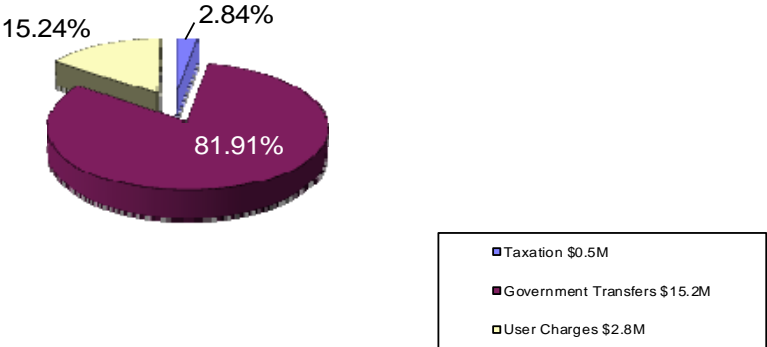
Capital Fund Summary								
	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue								
Taxation	1,391	1,645	614	614	528	1,700	1,700	
Government Transfers								
Formula Funding	7,422	7,422	7,639	7,639	7,639	7,639	7,639	
Other Grants	6,984	9,555	6,829	7,400	7,563	8,062	7,801	
User Charges	3,187	3,144	3,035	2,590	2,829	2,842	2,855	
	18,984	21,766	18,117	18,243	18,559	20,243	19,995	
Expenditures								
Fleet Management	1,378	1,266	1,126	1,295	1,089	1,090	1,119	
General Government	745	1,536	596	1,350	484	290	401	
Community Services	1,087	1,884	1,469	2,357	313	998	4,128	
Public Safety	105	118	317	482	417	447	175	
Planning & Development	850	1,242	600	1,262	-	2,100	1,400	
Public Works	3,877	3,316	2,460	2,277	3,075	2,980	4,155	
Community Energy Plan (CEP)	410	613	300	919	1,335	1,577	1,100	
Solid Waste Management	1,085	1,598	850	645	4,350	725	425	
Water & Sewer	13,822	32,707	12,229	9,858	4,571	4,147	4,860	
Land Fund Projects	2,240	1,740	1,124	375	3,500	2,000	2,500	
Projects Carry Forward	12,809	-	2,944	-	1,358	-	-	(1)
	38,408	46,019	24,015	20,819	20,492	16,354	20,263	
Net Revenue (Expenditures)	(19,424)	(24,252)	(5,898)	(2,576)	(1,933)	3,889	(268)	
Debture Proceeds								
	-	-	-	-	-	-	-	
Debt Principal Repayments	(1,609)	(1,609)	(1,415)	(1,415)	(1,460)	(1,507)	(1,556)	
	(1,609)	(1,609)	(1,415)	(1,415)	(1,460)	(1,507)	(1,556)	
Interfund Transfers								
To Reserves	(2,696)	(2,766)	(2,279)	(2,279)	(2,218)	(2,318)	(2,318)	
From Reserves	1,763	1,763	1,482	1,896	1,573	1,880	1,520	
From Land Development Fund	2,240	1,740	1,124	375	3,500	2,000	2,500	
	1,307	737	327	(8)	2,855	1,562	1,702	
Change in Fund Balance	(19,726)	(25,125)	(6,986)	(3,999)	(538)	3,944	(122)	
Opening Balance	26,519	31,773	9,553	6,647	2,649	2,111	6,055	
Closing Balance	6,793	6,647	2,567	2,649	2,111	6,055	5,933	
Note:								

(1) In 2015, the forecasted carryover project amount is \$1.378 million out of which \$0.02 million are funded by deferred revenues.

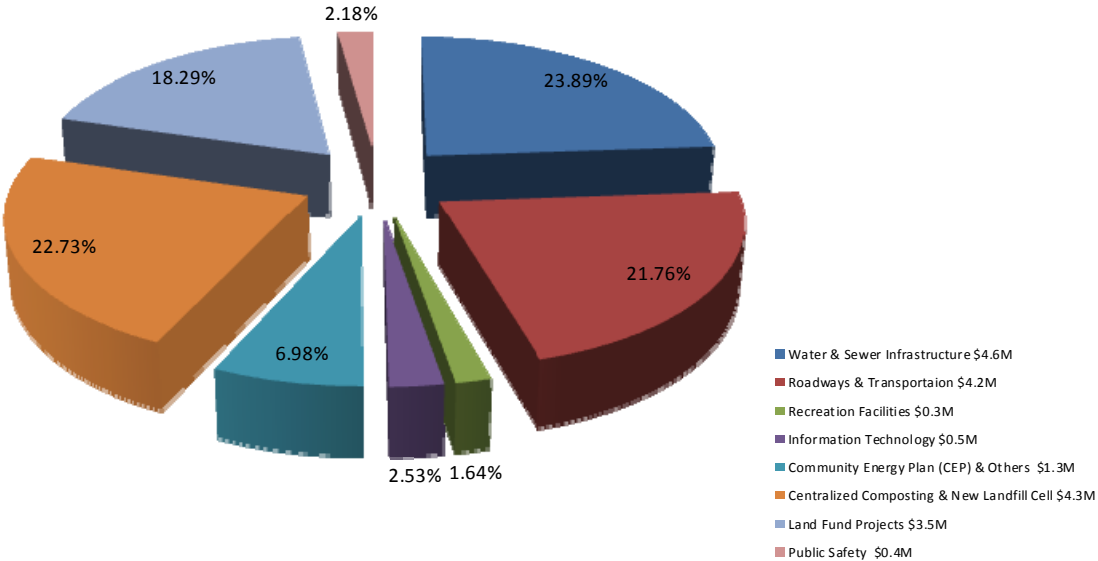
CAPITAL FUND



2016 BUDGET CAPITAL FUND REVENUE (\$18.5M)



2016 Budget Capital Fund Expenditures (\$19.1M)



CAPITAL FUND

Capital Fund Expenditures					2016	2017	2018
	2014	2014	2015	2015	Budget	2017	2018
	Budget	Actual	Budget	Forecast	Approved	Budget	Budget
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
General Government							
Administration	50	127	100	185	-	-	-
Information Technology	695	1,409	496	1,166	484	290	401
Debenture Interest	-	-	-	-	-	-	-
	745	1,536	596	1,350	484	290	401
Community Services							
Arenas	675	321	1,220	1,814	-	50	90
Library	-	48	-	-	57	-	-
Parks	186	206	125	282	185	700	3,448
Pool	200	208	100	192	-	230	575
Wildcat Café	-	-17	-	-	-	-	-
City Hall	-	1,092	-	45	50	-	-
Debenture Interest	26	26	24	24	21	18	15
	1,087	1,884	1,469	2,357	313	998	4,128
Public Safety							
Directorate	-	0	100	100	125	125	150
Municipal Enforcement	-	5	97	182	102	5	-
Fire & Ambulance	105	114	120	200	190	317	25
Debenture Interest	-	-	-	-	-	-	-
	105	118	317	482	417	447	175
Planning & Development							
	850	1,242	600	1,262	-	2,100	1,400
	850	1,242	600	1,262	-	2,100	1,400
Public Works							
Fleet Management	1,378	1,266	1,126	1,295	1,089	1,090	1,119
Community Energy Plan (CEP)	410	613	300	919	1,335	1,577	1,100
Engineering & Garage	220	108	60	68	225	80	80
Road Rehabilitation	3,650	3,201	2,400	2,209	2,850	2,900	4,075
Debenture Interest	7	7	-	-	-	-	-
	5,665	5,194	3,886	4,490	5,499	5,647	6,374
Solid Waste							
Landfill/Baling	1,085	1,598	850	645	4,350	725	425
	1,085	1,598	850	645	4,350	725	425
Water & Sewer							
Pumphouses/Liftstations/Forcemains	6,792	24,982	8,561	5,240	150	-	565
Other	595	579	190	140	280	-	245
Water & Sewer Mains	5,710	6,422	2,795	3,795	3,500	3,550	3,500
Debenture Interest	725	725	683	683	641	597	550
	13,822	32,707	12,229	9,858	4,571	4,147	4,860
Land Fund Projects							
	2,240	1,740	1,124	375	3,500	2,000	2,500
Projects carried forward	12,809	-	2,944	-	1,358	-	-
TOTAL	38,408	46,019	24,015	20,819	20,492	16,354	20,263



CAPITAL FUND

Capital Financing

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Property Taxation							
Debt							
Principal	1,609	1,609	1,415	1,415	1,460	1,507	1,556
Interest	758	758	707	707	662	615	565
Additional	(976)	(722)	(1,508)	(1,508)	(1,594)	(422)	(421)
	1,391	1,645	614	614	528	1,700	1,700

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Formula Funding							
<i>Capital Projects:</i>							
General Government	185	67	220	115	-	-	-
Community Services	981	225	1,365	1,365	212	450	2,622
Planning & Development	850	145	600	600	-	1,100	1,400
Public Safety	105	-	317	317	417	447	175
Public Works	2,617	1,168	250	210	975	580	1,945
Community Energy Plan	410	-	300	83	1,335	555	1,100
Solid Waste Mgmt	1,075	558	850	540	2,467	25	425
Water & Sewer	-	278	-	-	-	-	-
<i>Reserves:</i>							
Information Technology	490	490	403	403	500	600	600
Major Community Facility	700	700	600	600	-	-	-
Mobile Equipment	1,122	1,122	1,122	1,122	1,306	1,306	1,306
	8,535	4,752	6,027	5,355	7,212	5,063	9,573
<i>Debt Payment / others</i>	(1,113)	2,670	1,612	2,284	427	2,576	(1,934)
TOTAL	7,422	7,422	7,639	7,639	7,639	7,639	7,639
Annual Contribution	7,422	7,422	7,639	7,639	7,639	7,639	7,639

CAPITAL FUND

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Other Grants							
Government of Canada							
Gas Tax Rebate	4,519	6,454	4,519	4,519	5,273	5,272	5,511
Community Capacity Building Fund	125	126	20	20	-	-	-
Others	50	594	-	498	-	500	-
Government of NWT							
MACA Capital Grant	2,210	2,210	2,210	2,210	2,210	2,210	2,210
MACA Recreation Grant	80	92	80	80	80	80	80
Others	-	8	-	20	-	-	-
Others	-	70	-	53	-	-	-
	6,984	9,555	6,829	7,400	7,563	8,062	7,801
User Charges							
Solid Waste Allocation							
Mobile Equipment Reserve	230	230	-	-	278	278	278
	230	230	-	-	278	278	278
Water & Sewer Allocation							
Mobile Equipment Reserve	154	154	154	154	134	134	134
Additional	1,353	1,310	1,421	936	644	644	644
	1,507	1,464	1,575	1,090	778	778	778
Other							
Water & Sewer Infrastructure Levy	1,450	1,450	1,460	1,500	1,773	1,786	1,799
	1,450	1,450	1,460	1,500	1,773	1,786	1,799
	3,187	3,144	3,035	2,590	2,829	2,842	2,855



CAPITAL FUND

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Interfund Transfers							
To Reserves:							
Information Technology	(490)	(490)	(403)	(403)	(500)	(600)	(600)
Major Community Facility	(700)	(770)	(600)	(600)	-	-	-
Mobile Equipment	(1,506)	(1,506)	(1,276)	(1,276)	(1,718)	(1,718)	(1,718)
	(2,696)	(2,766)	(2,279)	(2,279)	(2,218)	(2,318)	(2,318)
From Reserves:							
Information Technology	385	467	356	601	484	290	401
Mobile Equipment	1,378	1,215	1,126	1,295	1,089	1,090	1,119
Waterfront Development	-	80	-	-	-	-	-
Downtown Development	-	-	-	-	-	500	-
	1,763	1,763	1,482	1,896	1,573	1,880	1,520
From Land Development Fund:							
To Capital Fund	2,240	1,740	1,124	375	3,500	2,000	2,500

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CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
General Government							
Administration							
Salary Review	-	-	50	50	-	-	-
Destination Marketing Plan	-	-	50	-	-	-	-
Tourism Strategy	50	51	-	-	-	-	-
Economic Development Readiness	-	15	-	-	-	-	-
Promotion	-	32	-	-	-	-	-
Stores- Shelving	-	-	-	10	-	-	-
CCBF-911 Emergency Services	-	29	-	124	-	-	-
	50	127	100	185	-	-	-

CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Information Technology							
Network Upgrades	25	24	25	25	25	25	30
GIS Enhancements	50	32	40	40	44	40	40
Server and Storage Replacements	30	33	40	40	45	50	56
Desktop Telephone Replacement	-	10	-	-	-	-	-
Satellite Imagery	-	-	60	60	-	-	-
Communication Infrastructure	-	521	5	270	10	25	25
Security Cameras	20	18	-	-	25	20	35
Secondary Site & Data Replication	20	13	20	27	20	20	20
Library Public Access	-	-	-	-	20	-	-
MED In-Car Computer	10	8	10	11	-	-	-
MED In-Car Cameras	-	-	-	-	30	-	-
MED Web Applications	-	5	-	-	-	-	-
Website/ Service Enhancements	15	23	11	11	20	15	25
Website Redesign	35	30	-	5	-	-	-
Server Room Upgrades	-	-	25	25	20	-	-
Server Room UPS	35	36	-	-	-	-	-
Core Switch Upgrades	25	13	60	60	-	-	-
Inventory Bar Coding	-	3	-	15	-	-	-
Virtualization	40	32	100	108	100	25	25
One-Stop Shopping	-	128	-	53	-	-	-

(cont'd...)



CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Information Technology (con't)							
Wireless Authentication/ Authorization	-	2	-	-	-	-	-
Document Management	-	-	-	25	-	-	-
Email Management	-	-	-	40	-	-	-
Door Access Controls	-	72	10	10	20	20	20
Meeting Automation	-	89	-	11	-	-	-
Development and Building Permit Automation	-	6	-	-	-	-	-
Human Resources System Automation	-	5	-	25	-	-	-
GeoWare Standardization	-	7	-	-	-	-	-
Voice Radio Support Equipment	-	-	-	75	-	-	-
Multi-function Devices and Printers	50	59	50	93	50	50	50
Social Media	-	-	-	5	-	-	-
Automated Ticket Writer	20	-	-	23	-	-	-
Digital Signatures	30	-	-	30	-	-	-
Client Access Switches	50	63	-	-	-	-	-
Open Data	25	9	-	-	-	-	-
Computer Aided Dispatch	125	97	20	48	-	-	75
Automatic Vehicle Location	25	14	-	11	-	-	-
Teleconferencing	30	-	-	-	-	-	-
Webcasting	-	22	-	-	-	-	-
Equipment Cameras	35	35	-	-	-	-	-
Emergency Operations Centre Equipment	-	-	20	20	-	-	-
Wireless Controllers	-	-	-	-	55	-	-
	695	1,409	496	1,166	484	290	401

CAPITAL FUND - 2016 Capital Projects

		2016	
		Budget	IT
		Recommended	Reserve
		(\$000s)	(\$000s)
General Government	Page		
Information Technology			
Network Upgrades	145	25	25
GIS Enhancements	148	44	44
Server and Storage Replacements	150	45	45
Communication Infrastructure Renewal	152	10	10
Security Cameras	154	25	25
Secondary Site & Data Replication	156	20	20
Library Public Access	164	20	20
MED In-Car Cameras	165	30	30
Website/ Service Enhancements	158	20	20
Server Room Upgrades	167	20	20
Virtualization	169	100	100
Door Access Controls	160	20	20
Multi-function Devices and Printers	162	50	50
Wireless Controllers	172	55	55
Subtotal		484	484



CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Network Upgrades

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	25,000	25,000	30,000	80,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	25,000	25,000	30,000	80,000

Purpose

To continue the City’s planned and incremental investment in its network.

Background

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

The City’s network employs Ethernet, leased and city-owned fiber, and wireless and microwave technologies to create connections among thirteen 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.

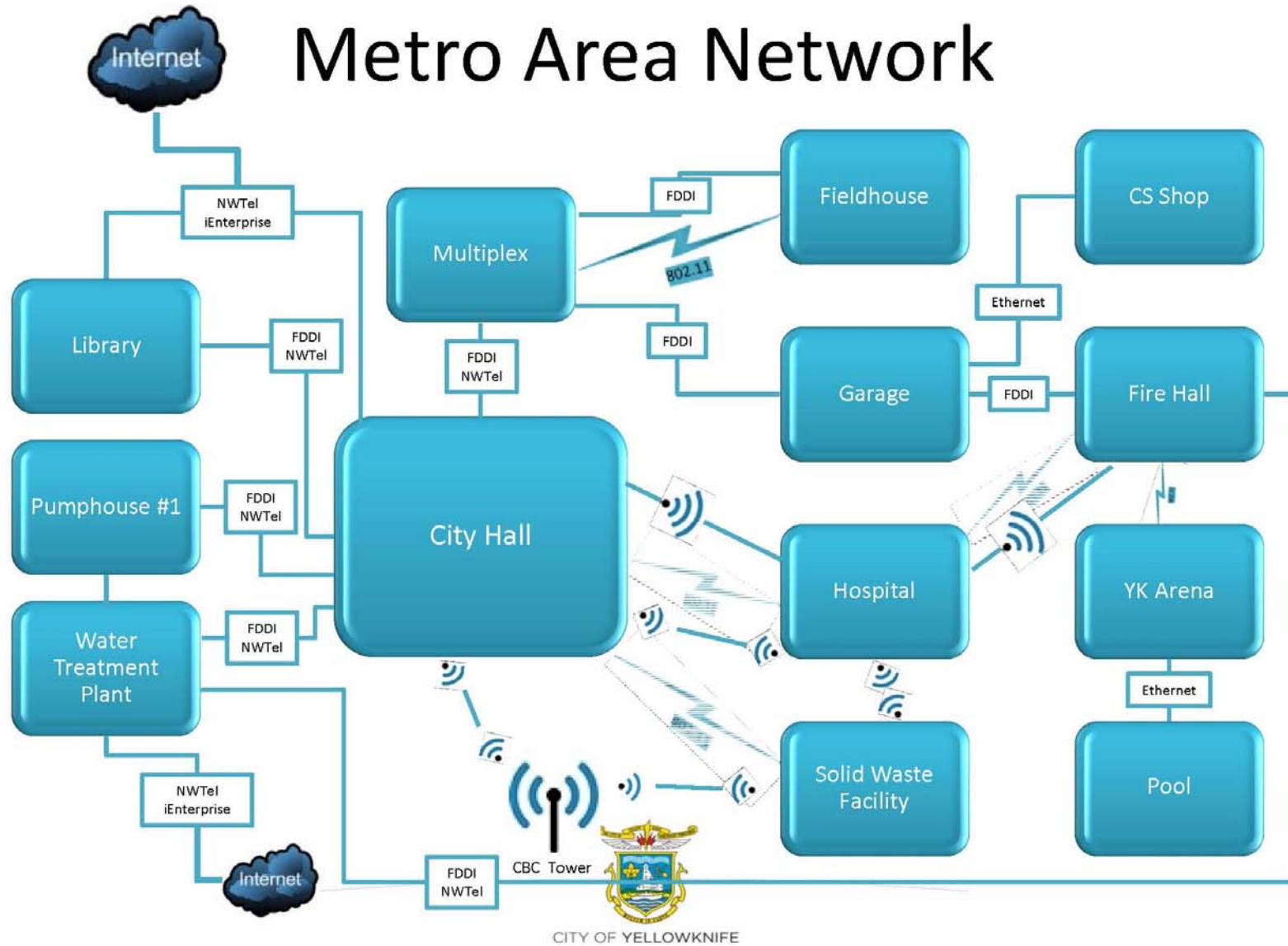
The network also plays a key role in protecting the City’s information technology infrastructure. Its firewalls and other protective mechanisms routinely deny more than 100 unauthorized access attempts per minute while its spam filter rejects an average of 85% of the emails directed at the organization.

As employees and stakeholders increasingly turn to technology to maintain and enhance service levels, demands and reliance on the network continue to grow. For example, in recent years the City has implemented Computer-Aided Dispatch; adopted enterprise solutions such as CityWorks, CityView, and CityExplorer; launched industry-standard communications infrastructure, introduced traffic cameras; extended online service offerings; deployed mobile solutions; provided public internet access; and enhanced its Customer Service function. All of these data-intensive applications create increasingly heavy demands on the network, both in terms of capacity and reliability.

It is therefore critical that network capacity and reliability keep expanding at a comparable pace through regular, ongoing enhancements. This incremental approach has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City’s return on its investments.

In 2016, the City’s wireless network controllers will be enhanced to expand capacity to keep pace with demands and to introduce redundancy in the face of increased reliance on the service. In 2017 and 2018, the focus will be on security enhancements as threats – both internal and external – continue to grow and evolve, making it ever-more challenging to adequately protect the City’s infrastructure.

Metro Area Network



If this project does not proceed, it will negatively impact the organization's ability to maintain and grow its network. In the short term, network congestion could reduce service delivery levels 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 could negatively impact most aspects of City operations, including internal staff activities and external citizen and stakeholders services.

Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner
- Adopt increasingly stringent industry-standard security and data protection practices and procedures
- Grow mobile workforce opportunities to improve employee productivity and provide more effective service delivery

Economic

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments. The overall costs of regular, planned

improvements are substantially lower than expenditures generated by system failures, outages, and urgent replacements.

Operational Impacts

The City's network is vital to its operations and even short service interruptions can 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 this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
Project GIS Enhancements

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	43,600	40,000	40,000	123,600
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	43,600	40,000	40,000	123,600

Purpose

To continue the City's planned and incremental investment in its Geographic Information Systems.

Background

CityExplorer – the City's geographic information system (GIS) – is a powerful and popular tool for both staff and citizens. Based on the principal that most information has a spatial component, it provides single-window access to diverse data from across the organization and is a dynamic, evolving entity.

To sustain and grow the value of this system the data must be current, accurate and relevant; this requires ongoing investments of both time and money. Similarly, the more staff and citizens utilize the system, the more potential they identify; dedicated people and financial resources are needed to develop and implement the enhancements to meet this potential.

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

predictable expenditures that are essential to the upkeep and growth of CityExplorer.

Over the next three years, major initiatives include migrating the City's GIS infrastructure to the Canadian Municipal Data Model, enhancing the City's data library with the creation of new datasets, expanding internal GIS utilization within the organization, and introducing new functionality to CityExplorer to allow for the distribution of public data.

Enhancement plans also include:

- Fine-tuning security and permission settings on the City's spatial database so that internal clients can take ownership of the data they originate and assume responsibility for routine and regular updates. This will improve the quality of the data as it is maintained by those who are the most knowledgeable about it.
- Establishing a GIS User Community comprised of City staff, citizens, contractors, and federal and territorial government employees to share knowledge and collaborate on solutions and training initiatives.



CAPITAL FUND - 2016 Capital Projects

- Developing a Land Lease application that includes an editing environment in CityExplorer so that Planning and Lands staff can maintain both spatial and tabular lease data in one environment.
- Expanding data collection capabilities. This will build on the success of 2015's CLEM (Cart Location Editing Matrix) deployment and further streamline data capture and processing. Asset inspection data will be a prime candidate as there are considerable advantages to having the crews capture the data in the field during the inspection process and then integrating this information directly into CityExplorer (for asset management) and CityWorks (for work management). Similarly, it will be beneficial for maintenance crews to capture fixed asset data in the field and update the City's GIS database in real time.
- Enhancing the City's 3D data offerings by adding 3D versions of building information and facility floor plans, and introducing Geodesign capability to support integrated processes for planning built and natural environments.
- Enabling more of the City's fleet with Automatic Vehicle Location (AVL) services that not only track location but also monitor factors such as vehicle speeds, engine data, and fuel consumption to help improve overall fleet management.

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

Triple Bottom Line

This project helps to ensure that the necessary infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements

- Support the efficient and effective operation of all information systems
- Provide efficient, effective, and timely geomatics services to citizens and stakeholders.

It also addresses these Information Technology Division objectives:

- Enhance the capabilities of cityExplorer and further expand its use throughout the organization and among the citizens of Yellowknife by developing further integrations with existing applications and data, responding to client feedback and requests in a structured manner, and adhering to industry-standard practices for collecting and maintaining data
- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Adopt increasingly stringent industry-standard security and data protection practices and procedures
- Grow mobile workforce opportunities to improve employee productivity and provide more effective service delivery

Economic

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments.

Operational Impacts

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

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Server and Storage Replacement

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	45,000	50,000	55,500	150,500
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	45,000	50,000	55,500	150,500

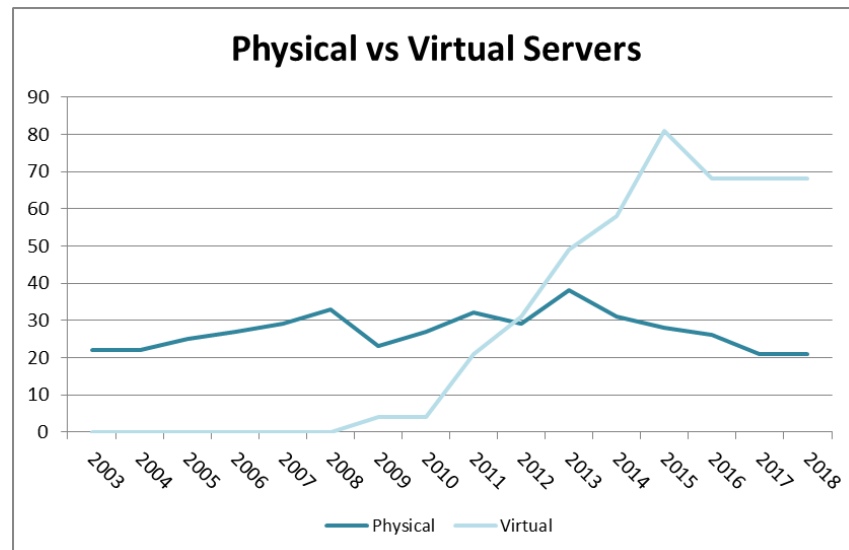
Purpose

To continue the City's planned and incremental investment in its server fleet and file storage infrastructure.

Background

The Information Technology Division maintains numerous 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 documents and data 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 applications such as accounting, payment processing, and payroll, both staff and citizens are adopting increasingly sophisticated solutions to meet diverse needs including mapping, work management, meeting management, elections, transit, permit processing, problem reporting, security cameras, building access, pellet boilers, solar panels, and black/green cart management. In addition, most communications - including email, telephone, websites, and social media - are now electronic and therefore depend on increasingly powerful servers and require rapidly expanding storage space.



CAPITAL FUND - 2016 Capital Projects

The increasing reliance on this infrastructure is evident in the numbers: in the past five years the City's server fleet more than tripled in size, the number of network devices increased by 450%, and data storage requirements grew by nearly 3500%.

To keep pace with these demands, the servers need to remain current and reliable and data storage needs to grow. This requires sustained investment in the server fleet and regular expansion of the storage capacity, with the goal of regular, predictable expenditures,

Over the next three years, the Information Technology Division will continue to maintain and renew the City's server and file storage infrastructure to ensure that the performance and reliability demands of staff and citizens are met. This initiative will replace and redeploy servers that are nearing the end of their life expectancies, sustain a reasonable inventory of spare parts to ensure replacements are readily available when failures occur, and expand the City's file storage capacity.

If this project does not proceed, the Division will not be able to replace end-of-life servers or acquire much-needed additional storage capacity. In the short term, this will negatively impact overall infrastructure performance and thus 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.

Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner
- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Financial

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments. The overall costs of regular, planned improvements are substantially lower than expenditures generated by system failures, outages, and urgent replacements.

Operational Impacts

It will be more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Safety
Project Communications Infrastructure Renewal

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	10,000	25,000	25,000	60,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	10,000	25,000	25,000	60,000

Purpose

To implement regular, ongoing maintenance and enhancements of the City's Communications Infrastructure system that provides voice radio services to its emergency personnel.

Background

The City's Communications Infrastructure system was deployed in early 2015. It created a robust, redundant backbone for radio communications and introduced significant improvements to the organization's public safety and emergency communications capabilities. Regular, ongoing maintenance and enhancements will be required to protect the City's investment in this infrastructure and to ensure that it remains effective throughout its life expectancy.

The 2016 allocation request is modest as the equipment is still relatively new and the system is managed under a support contract with the vendor. However, beginning in 2017 it is anticipated that some of the original devices will be due for replacement and that process and technology changes will create requirements for a more substantial investment to maintain the infrastructure.

If this project does not proceed, it will not be possible to implement the incremental improvements and repairs necessary to ensure ongoing reliable system performance. This presents considerable risk to the organization. Over time, lack of regular investments will shorten the life expectancy of this system, and necessitate a costly replacement.

Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems



It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner

Social

The Communications Infrastructure provides a vital lifeline for City first-responders as they protect citizens and property and contribute to a safe community.

Economic

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments.

Operational Impacts

It will be more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
Project Security Cameras

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	25,000	20,000	35,000	80,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	25,000	20,000	35,000	80,000

Purpose

To acquire and install additional and replacement security cameras and to expand the associated back-end support infrastructure.

Background

Security cameras are an integral part of the City's infrastructure as they have proven to be a valuable tool for deterring crime and abuse and for protecting staff, citizens, and property.

City staff members use camera footage for security-related tasks like determining crime timelines, identifying intruders in City facilities, and assessing incidents related to insurance claims. As well, they frequently provide footage to the RCMP to aid them in their investigations. Staff members also use the cameras for operational purposes such as obtaining license plate information at the Gate House, observing baler processes at the Solid Waste Facility, and monitoring membership pass usage at the Fieldhouse.

Despite some growth in the security camera system in recent years, there are significant unmet needs for additional cameras, especially at the Library, Pool, Fieldhouse, Solid Waste Facility, and Water Treatment Plant. Additionally, some of the original devices - which are past their end-of-life - have failed and need to be replaced.

This budget allocation is required to acquire and install additional and replacement cameras and to expand the back-end support infrastructure. An assessment of current needs and acquisitions will be done and those with the highest priority will be addressed. If appropriate, cameras will be re-assigned to obtain the best possible match of equipment and needs; however, these decisions must take into account the high installation costs associated with camera re-locations. Resources will also be utilized to ensure licensing compliance for the software required to run the cameras, and to provide adequate storage space for additional footage generated by a larger camera fleet.

If this project does not proceed, no additional cameras will be purchased. Cameras that fail will be left in place, and camera moves will be put on hold.

Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:



CAPITAL FUND - 2016 Capital Projects

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Expand and improve the implementation of security cameras throughout the city to protect citizens, staff, and property
- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner

Social

The City's security camera system has proven to be a valuable tool for deterring crime and abuse and for protecting staff, citizens, and property.

Economic

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments. The overall costs of regular, planned improvements are substantially lower than expenditures generated by system failures, outages, and urgent replacements.

Operational Impacts

It will be more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
Project Secondary Site and Data Replication

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	20,000	20,000	20,000	60,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	20,000	20,000	20,000	60,000

Purpose

To continue the organization's incremental approach to the development and maintenance of a secondary Data Centre site.

Background

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

An incremental replace-and-redeploy strategy approach was adopted to alleviate the budget impact. In 2013 physical facility preparations at the secondary site were completed, a server rack was installed, an IBM Blade Center and Storage Area Network (SAN) were deployed and configured, and the Information Technology Division began replicating some data to the site. In 2014, additional blade servers were purchased for use in the City's primary Data Centre and the replaced blades moved to the secondary site, and some networking components were upgraded to improve overall performance. In 2015, additional storage was acquired to

accommodate organizational data growth. In 2016, the focus will be on cleaning up legacy rack equipment and associated cabling at the secondary site, and in 2017 and 2018 efforts will be concentrated on shifting more services to the secondary site and fine tuning automated failover processes.

Continued, incremental enhancements of this secondary site are crucial to maintaining an increasingly functional off-site Data Centre capable of resuming and sustaining operations in a timely fashion. If this project does not proceed, it will limit the organization's ability to continue building and maintaining the secondary site, and possibly necessitate a return to reliance on a single Data Centre.

Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services



CAPITAL FUND - 2016 Capital Projects

- Support the efficient and effective operation of all information systems
- Supply technical leadership and support for ongoing information technology projects within the civic organization

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner

Economic

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments. The overall costs of regular, planned improvements are substantially lower than expenditures generated by system failures, outages, and urgent replacements.

Operational Impacts

It will be more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
Project Website / Service Enhancements

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	19,800	15,000	24,500	59,300
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	19,800	15,000	24,500	59,300

Purpose

To continue the organization's incremental approach to enhancing online service delivery.

Background

Electronic services are an accepted – and expected – way to provide information, conduct business, and engage citizens. The City has established a good foundation with its website content, eServices portfolio, Interactive Voice Response (IVR) services, CityExplorer mapping tools, open data portal, and Click Fix YK and PingStreet applications. Staff and citizens have embraced these service offerings and thus enabled the organization to provide related services more efficiently and effectively.

There are many opportunities to build on this foundation and expand the City's online services, and thereby improve its customer service and streamline its operations. This project seeks to follow the successful approach proven with many other Information Technology components and establish regular, incremental funding to ensure consistent, manageable, and beneficial improvements to the City's online service offerings.

In 2016, the Division will introduce additional PingStreet tiles to provide citizens with mobile access to the Rec Guide, trail information, and current snow removal, road closure, and detour information. It also plans

to introduce Suggestions / Community Feedback functionality to obtain citizen input, deploy the Uservoice community engagement tool to create another avenue for stakeholder involvement, implement a Wastewater Calculator to allow residents and businesses to calculate their water consumption, and potentially collaborate with Stanton Territorial Hospital to develop a mutually beneficial Wait Times application.

Plans for 2017 include further expansion of PingStreet functionality to include tiles for News and Public Notices, Business and Contact Directories, Mayor and Council profiles, City Facility information, and potentially a School Bus alerts service developed in cooperation with the City's transit contractor. Other enhancements include the deployment of the eBook module that readily converts City publications like the Rec Guide and brochures to web-friendly formats and possibly the introduction of a Demographic Report Generator to provide easy access to Yellowknife-related census data and the Available Lands and Buildings tool for consolidated real estate marketing.

Potential 2018 enhancements include a Tourism Directory, an Online Donations tool, and Live Chat functionality to augment current Customer Service offerings.



Triple Bottom Line

This project helps to ensure that the necessary infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner
- Provide clients with additional tools and resources to enable them to better utilize the City's information technology infrastructure

Social

This project expands the portfolio of electronically delivered services, consistent with the expectations of many Yellowknife citizens and stakeholders.

Economic

The functionality introduced by this initiative will enable the City to provide services and information at a lower cost than traditional delivery methods and in a manner that is attractive and convenient for many citizens and stakeholders.

Environmental

Increased electronic service delivery will reduce the amount of paper used by the City and distributed throughout the community.

Operational Impacts

This project will improve customer service and streamline many operations within the organization.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Door Access Controls

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	20,000	20,000	20,000	60,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	20,000	20,000	20,000	60,000

Purpose

To continue the organization's incremental approach to implementing and maintaining electronic door access controls.

Background

Electronic door access controls are used at City Hall, the Fire Hall, the Pool, the Garage, and the Library. They have proven much easier to administer and control than traditional key methods as changes can be made instantaneously, without the need to physically assign and retrieve keys. When an employee joins the organization, their ID card is programmed to provide access related to their position and if responsibilities change, the card can be readily re-programmed to reflect them. More importantly, when an employee leaves or a card is lost, it can be deactivated instantly. In addition, the back-end systems provide valuable reporting capabilities.

The success of the initial implementations has created client demand for additional controls. There is an immediate need for funding, therefore, to expand the number of doors controlled by the system at the Library, Fire Hall, and City Hall. In future years, investment will be required to maintain equipment and to replace it as it reaches the end of its useful life.

Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Support the efficient and effective operation of all information systems
- Supply technical leadership and support for ongoing information technology projects within the civic organization

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner
- Provide clients with additional tools and resources to enable them to



- better utilize the City's information technology infrastructure
- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Economic

The electronic door access system is more economical to operate than the traditional lock-and-key system as it eliminates the requirement to manage physical keys and to re-key locks as roles and responsibilities change.

Operational Impacts

In the short term this project will work towards implementing more electronic door access controls in strategic areas, thus reducing the amount of manual key management required to provide staff with required access while still ensuring that the City's facilities remain secure. In the longer term, it will prove more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
Project Multifunction Devices and Printers

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	50,000	50,000	50,000	150,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	50,000	50,000	50,000	150,000

Purpose

To continue the organization's incremental approach to implementing and maintaining multifunction devices throughout the organization.

Background

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

The Plan identifies three tiers of devices with the expectation that all future acquisition choices will be selected from one of these three tiers. The intent is to gradually minimize the variety of devices installed throughout the organization so that usage, support, and consumables management are streamlined.

In 2014, two top-tier printers and one middle-tier multifunction device were acquired and deployed to meet the most pressing needs in City Hall.

In 2015, top-tier devices were acquired and deployed at the Fire Hall and Garage, and a middle-tier device was acquired and deployed at the Library. An additional top-tier device will be acquired for City Hall in 2016, along with middle-tier devices for the Pool, City Hall, and Multiplex and lower-tier units for the Pool and Library.

The Plan also identifies end-of-life and high-cost, low-usage devices with the intent of retiring them in favour of lower cost, centralized units. In 2015, fifteen such units were removed from service at City Hall, the Solid Waste Facility, the Fieldhouse, and the Garage.

Another component of the Plan is the reallocation of devices to better meet varied needs within the organization. In 2015, three existing devices were reassigned among the Garage, the Solid Waste Facility, and City Hall.

In late 2016, a follow up analysis will be conducted to ascertain where unmet requirements exist and to identify detailed acquisition, deployment, reallocation, and retirement plans for 2017, 2018, and 2019.



Triple Bottom Line

This project helps to ensure that the necessary infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Support the efficient and effective operation of all information systems
- Supply technical leadership and support for ongoing information technology projects within the civic organization

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Acquire and deploy new and replacement components in a timely and cost effective manner
- Provide clients with additional tools and resources to enable them to better utilize the City's information technology infrastructure
- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Economic

The incremental approach reflected in this budget allocation has proven highly effective as it minimizes service disruptions, enables the exploitation of technological improvements, and maximizes the City's return on its investments. The overall costs of regular, planned improvements are substantially lower than expenditures generated by system failures, outages, and urgent replacements.

Operational Impacts

It will be more cost effective – and present a lower risk to the City – to replace this equipment in a planned and orderly fashion than to experience problems that require excessive troubleshooting and repair or failures that create service outages.

CAPITAL FUND - 2016 Capital Projects

Department/Division Community Services / Public Library
 Project Library Public Access

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	20,000			20,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	20,000			20,000

Purpose

To replace the existing public access equipment at the Library.

Background

The City provides eight workstations for public use at the Library. These units were acquired in 2012 and are heavily utilized. In 2014 these stations provided 28,969 Internet sessions. They deliver a valuable public service supporting a variety of literacy goals; however, they have a limited lifespan and should be replaced in 2016. This schedule aligns with the four-year rotation for City workstations which has been mandated by Council.

If regular refreshes are not sustained, increasing equipment failure rates will negatively impact service levels and require additional IT troubleshooting and repair resources.

Triple Bottom Line

Social

Yellowknife is a diverse a socially inclusive city that respects its heritage and the arts. The Public Access Equipment is used by people from diverse backgrounds, especially those challenged economically. They are often used to achieve artistic and expressive goals, to research heritage, and to foster literacy, which increases the likelihood of achieving other goals.

Economic

The Public Access Equipment provides Yellowknifers access to meaningful employment opportunities and the ability to achieve individual economic well-being. The computers are often used to research job opportunities, prepare resumes, find housing and information about Yellowknife's services and amenities; therefore should be seen as an investment into Yellowknife's capital.

Environmental

Replacing the workstations will provide an opportunity to look for more energy efficient computers. As well, using public computers has the potential to reduce solid waste as they provide people more opportunities to communicate and conduct business electronically (rather than with paper) and decreases the need for computers in the home (that eventually end up in the landfill).



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Safety / Municipal Enforcement Division
 Project In-Car Camera Equipment

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	30,000			30,000
O&M Expenses				
Total:	30,000			30,000
IT Reserve	30,000			30,000
Grants				

Purpose

To purchase new in-car camera equipment for Municipal Enforcement Vehicles that is used to record traffic stops, other investigations or Officers conduct during an incident.

Background

The City of Yellowknife Municipal Enforcement Division has 4 vehicles that patrol approximately 120 km of municipal maintained roads and approximately 30 km of territorial highways that are within our municipal boundaries (in accordance with the GNWT Motor Vehicles Act). The original in-car camera equipment was purchased for the four patrol vehicles in 2007 with scheduled replacement at year four in 2011.

The cameras are an integral piece of equipment used by all officers in their daily duties. The cameras record both audio and video of any traffic stops and other important incidents. They are used to gather video evidence of infractions and are extensively used to investigate complaints about an officer's conduct.

Under the City's Evergreen Policy, computer equipment is scheduled to be replaced every four years. As the system has been working fairly well for the past four years, the decision was made to extend the scheduled replacement to five years. During this fifth year of service, several of the cameras have been experiencing operating issues which have resulted in the loss of video during some highlighted events and numerous hours spent trouble-shooting the equipment from Corporate Services

(Information Technology Division). This can affect public confidence and the integrity of the Division as the footage is utilized by Administration, the Mayor's office and in Territorial Court proceedings and may also assist towards any possible litigation.

Triple Bottom Line

Social

This new equipment will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community and a City of strong neighbourhoods (through patrols or investigations).

Economic

This project is a strategic investment in MED's essential equipment. Improvement and maintenance of our mobile equipment is vital to continued provision of essential services to our residents and those agencies or organizations that request our services (Other City Divisions, RCMP, School Boards).

Environmental

Allowing the in-car camera replacement will assist in land protection, for violations from littering on the road to incident investigations under the Unsightly Lands By-law or other municipal by-laws.

Operational Impacts

Aging technology (infrastructure) costs have a higher operational cost as they get older. In the case of electronic equipment operating at a range of temperatures in the vehicles, the down-time of the equipment will adversely affect MED and Corporate Services staff. This project should result in less operational time spent by Corporate Service staff troubleshooting this equipment.



CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Server Room Upgrades

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	20,000			20,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	20,000			20,000

Purpose

To carry out electrical upgrades required to properly support the current and anticipated complement of equipment housed within the Data Centre.

Background

The City Hall server room is the organization’s primary Data Centre and houses all centralized components of the City’s Information Technology infrastructure. The space was allocated almost thirty years ago to accommodate a single IBM System/34 mini-computer: its contents now include two main distribution frames; three full cabinets of servers, file storage systems, and appliances; three environmental control units; a fire suppression system; and multiple power management systems.

The most significant growth has mirrored rapid information technology adoption and reliance throughout the organization. In the past five years the City has implemented Computer-Aided Dispatch; adopted enterprise solutions such as CityWorks, CityView, and CityExplorer; launched industry-standard communications infrastructure, introduced traffic cameras; extended online service offerings; deployed mobile solutions; provided public internet access; and enhanced its Customer Service function. In the same time period, data storage requirements have increased nearly 3500% (from three terabytes to 100 terabytes), the number of servers has more than tripled (from 31 to 109), and the number of core network

device numbers has by 450% (from six to 27). All of these items consume Data Centre space, generate heat, and increase power requirements. The facility is now at capacity – there is no more physical space for additional equipment, and cooling and electrical systems are operating at or past their maximum.

This project is the next step in ongoing efforts to incrementally adapt the Data Centre to meet expanding demands and potentially extend its life expectancy. If it does not proceed, it will not be possible to add any more equipment – servers, file storage, or network components – to the Data Centre.

Triple Bottom Line

This project helps to ensure that the necessary infrastructure is in place to provide the tools and services that City staff require as they work towards achieving Council’s Goals It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services

CAPITAL FUND - 2016 Capital Projects

- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively

Economic

This project reflects a necessary investment in the City's infrastructure and is thus an expenditure that must be made if the organization is to continue relying on technology.

Operational Impacts

This project indirectly impacts all Departments; without the ability to add more equipment and devices to the Data Centre, the Information Technology Division's ability to meet new requirements is severely restricted.



CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Virtualization

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	100,000	25,000	25,000	150,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	100,000	25,000	25,000	150,000

Background

The Information Technology Division implemented server virtualization several years ago. 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 in effect “divided up” as requirements dictate. One large server takes up less space than that required for multiple smaller devices and typically consumes less energy and produces less heat, which in turn requires less air conditioning. The concept is somewhat analogous to an apartment-style condominium complex: multiple families can live in less overall space than would be required to house them in detached homes, and cost savings can be realized because they share the roof and external walls, and possibly infrastructure such as heat, water, or air conditioning.

At the time the decision to proceed with this technology was made, the Citrix family of products was the best virtualization solution for the City and until recently it provided the anticipated benefits. It enabled the Information Division to meet the organization’s burgeoning application requirements with fewer physical devices than under traditional approaches, thus conserving scarce data centre space, reducing

electricity use, and generating less heat. It also provided a way to centrally serve up applications used throughout the organization, which streamlined deployments and upgrades as the installations only needed to be done once on the central server, instead of multiple times on individual workstations and laptops. This created efficiencies for the Information Technology Division because the work was only done once, and improved services to clients because they were not interrupted while software was installed on their computers. The technology also allowed infrequently-used programs to be shared from a single location. This enabled the Information Technology Division to meet sporadic requirements throughout the organization without purchasing licenses that would be rarely used or performing numerous installs and uninstalls to meet migrating needs.

In recent years, the Information Technology Division found that changes in licensing, technology and the software market were making the Citrix environment increasingly difficult and costly to manage and maintain. In addition, many software vendors stopped supporting products running on this platform, reducing its potential benefits to the City.

In 2014 the Division researched possible alternatives and confirmed that the VMware environment, which has emerged as the industry leader for

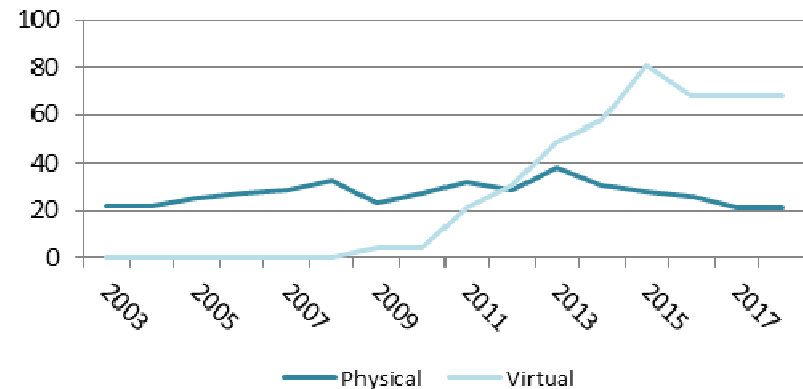
virtualization and become the standard for businesses worldwide, would be a good fit for the City's needs. The Division recommended that capital budget allocations be made in 2015, 2016, and 2017 to proceed with this migration.

The 2015 budget allocation enabled the Division to implement the basic VMware environment and to migrate many key services to VMware. This provided solid proof-of-concept that the environment is well-suited to the City's current needs. The 2016 allocation will be used to migrate the remaining functionality from Citrix to VMware, with an emphasis on improving and enhancing redundancy of essential services to meet current and future requirements.

Given the Information Technology Division's experience to-date with the VMWare environment, it is recommended that the \$25,000 initially allocated to complete the platform migration in 2017 be considered the first of a recurring investment in the virtualized environment, recognizing the value of ongoing, planned, incremental expenditures to protect the City's Information Technology infrastructure.

If this project does not proceed to completion the organization will be straddling both environments and facing excessive support and maintenance requirements and costs (stemming from the need to license, maintain, and support two environments) without truly benefitting from the advantages of either one. Returning to a non-virtualized environment is not realistic, due to the significant growth in demand for servers in recent years.

Physical vs Virtual Servers



Triple Bottom Line

This project helps to ensure that the necessarily infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively



More specifically this project is associated with the Division's long-term plan to virtualize the City's Information Technology infrastructure as part of its efforts to manage more with less: virtualization helps to centralize server administration tasks, improves scalability and overall hardware resource utilization, and reduces space and energy requirements.

Economic

A fully-implemented virtualization paradigm costs less to operate, maintain, and support than a stand-alone server environment thus resulting in cost savings to the organization.

Environmental

One large server takes up less space than that required for multiple smaller devices and typically consumes less energy and produces less heat, which in turn requires less air conditioning.

Operational Impacts

The City's information technology infrastructure is facing growing reliability expectations because staff and citizens increasingly rely on all services being available at all times. Along with these expectations come more significant impacts if outages do occur. For example, if the City's core financial application was not available it would impede all revenue collection and financial tracking activities throughout the organization, and if the program registration program were to go down it would negatively impact service delivery at City Hall, the Pool, the YK Arena, the Multiplex, the Fieldhouse, the Library, and online. If a more centralized function, such as the database server, were to fail all services at all facilities would be interrupted. Therefore it is increasingly important to have redundancy, particularly for key, or central, services. The VMware solution provides tools for creating, managing, and maintaining this essential redundancy.

CAPITAL FUND - 2016 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Wireless Controllers

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost	55,000			55,000
O&M				
FTE				
Other O&M Expenses				
Total:				
IT Reserve	55,000			55,000

Purpose

To upgrade wireless controller hardware and software to provide the increased functionality, scalability, redundancy, and capacity required to meet current and foreseeable needs.

Background

The Information Technology Division provides wireless network services for City employees at six locations: City Hall, the Multiplex, the Fieldhouse, the Public Works garage, the Fire Hall, and the Library. As well, wireless Internet access is provided for citizens at City Hall, the Multiplex, the Fieldhouse, the Library, and the Somba K'e Civic Plaza.

Utilization of these services has increased significantly in recent years and it is anticipated that there will be continued future growth in both utilization and the number of sites where service is required. Existing wireless services are managed by a single high-capacity wireless controller at City Hall that governs wireless services at all facilities other than the Library, and two lower-capacity controllers at the Library. These are in turn managed by a Wireless Control System, which provides for security, accounting, monitoring, and reporting.

There is no redundancy for the City Hall device so if there are problems with it, wireless services at all City facilities (except the Library) are disrupted.

All of the controllers are at, or approaching, their licence limits for the number of registered access points so it is not possible to add new access points at current or new locations. As well, the current hardware and software are approaching the end of their life expectancy and cannot interface with the new wireless protocols that are on the horizon.

This project will acquire and deploy dual controllers with automatic failover at City Hall and upgrade the Library controllers and the Wireless Control System. This will establish redundancy for the City-wide wireless functions, allow for additional access points to expand services, and ensure compatibility with future protocols.

All departments and many citizens rely on the existing wireless services. If this project does not proceed, it will preclude any expansion of the current services and, in the event of equipment failures, impede staff and public access to them.



Triple Bottom Line

This project helps to ensure that the necessary infrastructure is in place to provide the tools and services that employees throughout the organization require as they work towards achieving them.

It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure
- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively
- Adopt increasingly stringent industry-standard security and data protection practices and procedures
- Enhance transparent and accountable network visibility, management and reporting
- Grow mobile workforce opportunities to improve employee productivity and provide more effective service delivery

Social

The wireless services at City Hall, the Multiplex, the Fieldhouse, the Library, and the Somba K'e Civic Plaza are well-utilized by visitors to these facilities; maintaining and expanding them are meeting needs within the community.

Economic

This project reflects a necessary investment in the City's infrastructure in order to sustain existing wireless network services and to meet an anticipated growth in demand for these services.

Operational Impacts

The existing wireless services are at capacity and lack redundancy. This project is necessary to expand the coverage to meet demands and to deploy additional equipment necessary to ensure reliability.

CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Community Services							
YKCA Ice Plant Replacement & Heat Recovery Installation	600	221	1,200	1,725	-	-	-
YKCA Upgrades -Wiring	-	-	20	20	-	-	-
Multiplex Upgrade	-	-	-	42	-	-	-
Multiplex Façade Repair	-	29	-	27	-	-	-
Multiplex Multi-use Flooring	-	-	-	-	-	50	-
Fieldhouse Track Access Door	-	-	-	-	-	-	90
Fieldhouse Landscaping	75	71	-	-	-	-	-
	675	321	1,220	1,814	-	50	90
Library							
Washroom Development	-	-	-	-	57	-	-
Expansion / Renovations	-	48	-	-	-	-	-
	-	48	-	-	57	-	-

(cont'd ...)



CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Community Services (con'd)							
Parks/Trails							
Lakeview Cemetery Expansion/Irrigation	-	32	-	3	105	340	-
Fencing - Cemetery and Ballparks	-	15	-	-	-	-	-
Playground Equipment Replacement	-	1	-	30	60	-	-
Fritz Theil Upgrade	-	19	-	-	-	-	-
Moyles Park - Multi-use Sport Pad	-	-	-	-	-	30	-
Ball Diamonds Upgrade	-	-	-	-	-	-	45
Sport & Multi-use Fields Upgrade	-	6	-	7	-	-	-
Old Aiprort Road Multipurpose Trail	-	5	-	-	-	-	-
Trail Development - Tin Can Hill	100	29	-	97	-	-	-
Yellowknife Rotary Park - Trail Extension	20	27	20	20	20	20	20
Tommy Forrest Ball Park	-	-	60	60	-	-	-
Surfacing of Niven Lake Trail	-	-	-	-	-	210	-
Trash Containers & Butt Canisters	66	45	-	20	-	-	-
Outdoor Recreation Facility	-	26	-	-	-	-	3,383
Tennis Court re-surfacing	-	-	-	-	-	100	-
"United in Celebration" Sculpture Painting	-	-	45	45	-	-	-
	186	206	125	282	185	700	3,448

(cont'd ...)

CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Community Services (con'd)							
Pool							
Generator	-	18	-	-	-	-	-
Pool Upgrade	200	191	100	192	-	230	575
	200	208	100	192	-	230	575
Wildcat Café							
Structural Repair	-	(17)	-	-	-	-	-
City Hall							
Upgrades	-	-	-	45	50	-	-
Building Renovations	-	818	-	-	-	-	-
Boiler Replacement	-	275	-	-	-	-	-
	-	1,075	-	45	50	-	-
Total	1,061	1,858	1,445	2,333	292	980	4,113



CAPITAL FUND - 2016 Capital Projects

		2016		
		Budget	Formula	
		Recommended	Funding	Grants
		(\$000s)	(\$000s)	(\$000s)
Community Services	Page			
Library				
Washroom Development	178	57	57	
Parks/Trails				
Lakeview Cemetery Irrigation	180	105	25	80
Doornbos Park Playground Equipment Replacement	181	60	60	
Yellowknife Rotary Park -Trail Extension	183	20	20	
City Hall				
Upgrades	184	50	50	
Subtotal		292	212	80

CAPITAL FUND - 2016 Capital Projects

Department/Division Community Services/Library Division
 Project Washroom Development

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total
Capital Cost	57,000			57,000
O&M Expenses				
Total:				
Formula Funding	57,000			57,000
Grants				

Purpose

As required by the new Occupational Health and Safety Regulation 75 (1), this project proposes to install one washroom for staff use.

Background

Over the past few years the Occupational Health and Safety (OHS) Regulations were reviewed, updated and adopted by Workers' Safety and Compensation Commission.

New Occupational Health and Safety Regulations in effect as of June 1st, 2015 mandate the provision of one staff washroom in a workplace employing between one and ten workers. The library currently employs 7.26 fulltime staff therefore this project will involve construction of one staff washroom adjacent to the current staff room at the Library.

New OHS Regulations in effect as of June 1st, 2015 mandate as follows:

- "75. (1) An employer shall, to the extent that is reasonably possible, ensure that suitable and readily accessible toilet facilities for workers
- (a) are provided at a work site, maintained and kept clean;
 - (b) are sufficient in number for the number of workers at the work site at any one time; and
 - (c) have adequate provision for privacy, heat, light and ventilation.

"(2) Subject to subsections (3) to (5), the minimum number of toilet facilities required under subsection (1) is set out in Schedule K.

"(3) If toilet facilities are likely to be used by individuals other than workers, an employer shall provide additional toilets in a number that is proportionate to the number set out in Schedule K and, if use by those other individuals is substantial and frequent, the employer shall provide separate toilet facilities for those other individuals.

"(4) If there are more than 10 workers and both male and female workers who work at a work site, an employer shall provide separate toilet facilities for workers of each sex in numbers that are proportionate to the numbers of male and female workers present."



Schedule K sets out the appropriate number of toilets based on the number of workers as follows:

“SCHEDULE K (Subsections 75(2), (3) and (5)

Minimum Number of Toilet Facilities at Work Site

Number of Workers	Number of Toilets
1 to 10	1
11 to 25	2
26 to 50	3
51 to 75	4
76 to 100	5

Add one toilet for each additional unit of 30 workers”

Triple Bottom Line

Social

The City of Yellowknife seeks to ensure a safe environment for citizens and staff through the provision of quality facilities and will comply with the OHS Regulations.

Economic

The City of Yellowknife will strategically invest in infrastructure to maximize the lifecycle of facilities and to properly manage facilities.

Environmental

N/A

Operational Impact

There will be no increase or decrease to the O&M budget for this project.

CAPITAL FUND - 2016 Capital Projects

Department/Division Community Services/Facilities Division
 Project Lakeview Cemetery Irrigation

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	105,000			105,000
O&M				
Other O&M Expenses				
Total:				
Formula Funding	105,000			105,000
Grants				

Purpose

To purchase of a single stage centrifugal pump with a maximum capacity of 67L/sec. In addition, 900 feet of four-inch piping will be required to make it possible to water the cemetery on a regular basis.

Background

Lakeview Cemetery has been in existence since the late 1940s and today covers an area of approximately 17,500 square meters. To irrigate the Cemetery and its greenspaces, we require a pump to provide water from Jackfish Lake.

Without an adequate water supply, the Department is unable to perform the necessary care and maintenance of this Class A Facility. Having access to a dedicated pump for the facility will allow the Division the ability to maintain the facility at a continuous high standard and reduce care and maintenance costs.

It is the goal of the Department to maintain the Cemetery and its's green space as a Class A facility. This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function and service.

Triple Bottom Line

Social

The cemetery is a place of respect and reflection for the residents of Yellowknife and as such should be kept in a condition that is warranted for such a facility.

Economic

The management of public and corporate assets are optimized and based on continuous improvement.

Environmental

By having efficient use of a water supply will enhance maintenance and preservation of green spaces within the facility.

Operational Impact

No operational impact.



CAPITAL FUND - 2016 Capital Projects

Department/Division Community Services
 Project Doornbos Park Playground Equipment
 Replacement

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	60,000			60,000
O&M Expenses				
Total:				
Formula Funding	60,000			60,000
Grants				

Purpose

In 2016, it is proposed to replace the playground equipment at Doornbos Park which does not meet the Canadian Playground Standards.

Background

Playgrounds have a lifespan of about 15 to 20 years and need to be replaced on an ongoing basis to serve the community. There have been multiple code changes and advances in play equipment over the past 20 years. Today's equipment is mostly hard plastic and powder-coated aluminum that stands up well to our northern climate. This Asset Management project includes addressing park infrastructure to ensure the City's parks are maintained to a safe and high standard of care.

This playground was installed 1991 and consists of wooden and steel structures. New playground apparatus that is being installed is comprised of durable plastic and powder-coated aluminum for safety, longevity, and ease of maintenance. Each piece of equipment is designed to attract a specific age group through its design and colours. A rejuvenated play park will be more attractive to the target group of young children and help promote an active and healthy lifestyle. The closest playground to this neighborhood is the St Pat's School Playground which is 605 meters away.

Excerpt from the 2012 General Plan:

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

The current equipment is a combination of steel and wooden structures that have deteriorated over the years have surpassed their anticipated life span and for safety reasons should be replaced. If the structure is not replaced soon it may have to be removed for safety reasons.

It is the goal of the Department to have all of our playgrounds and structures as the highest level possible to provide a safe and enjoyable environment. All of the City's playgrounds in the past ten years have been replaced and upgraded. The only playground remaining is Doornbos Park.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

CAPITAL FUND - 2016 Capital Projects

Triple Bottom Line

Social

Yellowknife has a natural and built system that contributes to physical, social, and mental well-being of its residents.

Economic

The management of public and corporate assets are optimized and based on continuous improvement.

Environmental

By managing our assets properly we will be able to optimize the use and longevity of the park.

Operational

There will be no operational impact.



CAPITAL FUND - 2016 Capital Projects

Department/Division: Community Services – Facilities Division
 Project: Yellowknife Rotary Park - Trail Extension

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	20,000	20,000	20,000	60,000
O&M				
Other O&M Expenses				
Total:				
Formula Funding	20,000	20,000	20,000	60,000
Grants				

Purpose

This Community Partnership project permits the City of Yellowknife to continue its ongoing 11-year partnership with the Yellowknife Rotary Club in the development of the boardwalk.

Background

In 2003, the Yellowknife Rotary Club and the City collaborated to build the Yellowknife Rotary Centennial Waterfront Park, off School Draw Avenue. In 2005, a picnic shelter was completed and the boardwalk expanded. In 2006, a bandstand was added to the park, and, in 2008, a further extension to the boardwalk was completed. In 2010, the walkway in the park was paved and a ramp installed to increase accessibility. From 2010 through to 2015 the Rotary Club has continued to expand the walkway which now covers approximately 310 meters.

This project will continue to enhance the Great Slave Lake waterfront and provide additional opportunities for our residents and visitors to access and view the waterfront. By not continuing to support this project will only delay its completion as the Rotary Club depends on materials from the City to complete the project.

By working with the Rotary Club on this project the Department is realizing a savings of approximately \$5,000 in labor costs annually

Triple Bottom Line

Social

This project will provide for and sustain the Rotary Club’s ambition to complete this project with the City through the use of volunteers for the betterment of the community.

Economic

Yellowknife’s high quality of life and attractive physical environment makes it a desirable place to live, work and invest.

Environmental

The Rotary Park plays a major role as one of the core outdoor recreational facilities within the City. The City strives to maintain quality green spaces so that they remain accessible to all.

Operational Impact

There will be no operational impact as the Rotary Park and Trail are already serviced by the Department.

CAPITAL FUND - 2016 Capital Projects

Department/Division Community Services/Facilities Division
 Project City Hall Upgrades

Expenditures & Funding Sources	2016	2017	2018	Total
		\$	\$	\$
Capital Cost	50,000			50,000
O&M Expenses				
Total:				
Formula Funding	50,000			50,000

Purpose

To upgrade various parts of City Hall with regards to the flooring, washrooms and window partitions of the facility.

Background 2016

City Hall was built in 1975 as the administrative center of the City of Yellowknife. Since that time there have been very few upgrades to the lower level floor. As well, general repair and maintenance is required in various segments of the building.

Flooring:

This lower level of the facility still has the same flooring that was installed during construction in 1975. It is proposed to replace the flooring with new Mapei Planipatch 10 kg material, the same product which is currently in use in the downstairs foyer.

Age and wear have damaged the flooring to such an extent that it can no longer be properly maintained.

Washrooms

The washrooms in City Hall, except for the one in the upstairs lobby, were built during construction in 1975. It is proposed to replace the washroom partitions, install hand dryers, and apply a fresh coat of paint.

Window upgrades/Painting

It is proposed to repair and upgrade window partitions, add interior windows and do some painting throughout the building.

Triple Bottom Line

Social

This project will enhance the work environment at City Hall as well improve the building aesthetics..

Economic

The management of public and corporate assets are optimized and based on continuous improvement.

Environmental

The upgrades to this asset will enhance the maintenance and preservation of the facility.

Operational Impact

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





CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Public Safety							
Directorate							
Wildland Fire Mitigation -Emergency Measures	-	-	100	100	125	125	150
Municipal Enforcement							
Communication Equipment Replacement	-	5	-	85	-	-	-
New Parking Meters	-	-	92	92	92	-	-
Radar Equipment Replacement	-	-	5	5	10	5	-
	-	5	197	282	227	130	150
Fire & Ambulance							
Air Conditioning for Fire Hall	-	-	60	60	-	-	-
Aggressor Jackets	-	-	40	40	-	-	-
Repairs to Air Make-up System	-	-	20	20	-	-	-
Fire Division Master Plan	-	-	-	-	110	-	-
Fire Safety House	-	-	-	-	-	100	-
Fire Extinguisher Trainer	-	-	-	-	-	12	-
Paving and Foundation Repairs	-	-	-	-	80	-	-
Storage Facility	50	43	-	-	-	-	-
Powered Parking Stalls	-	-	-	-	-	-	25
Front Ramps and Site Improvement	-	35	-	50	-	-	-
Emergency Medical Services Training Manikin	-	-	-	-	-	115	-
Propane Fueled Fire Trainer	-	-	-	-	-	90	-
Live Fire Training Structure	-	12	-	-	-	-	-
Thermal Imaging Cameras	25	24	-	-	-	-	-
FDM Software (Apparatus Maintenance Module)	30	-	-	30	-	-	-
	105	114	120	200	190	317	25



CAPITAL FUND - 2016 Capital Projects

		2016	
		Budget	Formula
		Recommended	Funding
		(\$000s)	(\$000s)
Public Safety	Page		
Directorate			
Wildland Fire Mitigation -Emergency Measures	188	125	125
Municipal Enforcement			
New Parking Meters	190	92	92
Radar Equipment Replacement	191	10	10
		227	227
Fire & Ambulance			
Fire Division Master Plan	193	110	110
Paving and Foundation Repairs	194	80	80
		190	190
Subtotal		417	417

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Safety
Project Wildland Fire Mitigation – Emergency Measures

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total
Capital Cost	118,000	110,000	135,000	363,000
O&M Expenses	7,000	15,000	15,000	37,000
Total:	125,000	125,000	150,000	400,000
Formula Funding	125,000	125,000	150,000	400,000
Grants				

Purpose

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

Background

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

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

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

Work in 2016 will provide for the following:

1. Additional emergency structure protection kits, as suggested by officials from ENR - Each kit includes hoses, connections and sprinklers that could be deployed in neighbourhoods threatened by approaching wildland fires (multiple neighbourhoods facing the south).
2. Brush-clearing in specific areas of the city as part of an overall “fire-smarting” project - For more information on fire-smarting, visit; www.firesmartcanada.ca. In 2015, no additional equipment was needed for the areas where work was completed. In 2016 and beyond, however, City crews will continue to review equipment requirements to assist with work.

If the City of Yellowknife does not continue with this project, there is a risk that those properties near the forested areas of the southern-side of the City may be exposed to a wildland fire. As the City only has 24 full-time firefighters, mitigating the risks to the City will assist in dealing with any potential emergency in the future as the City has limited mutual aid (Town of Hay River, Town of Fort Smith) and any ‘available’ resources (personnel or equipment) from ENR.



Triple Bottom Line

Social

By conducting emergency mitigation for those neighbourhoods towards the south, the City is enhancing the safety of our residents in the event of a future wildland fire. As part of the work, fire-smart activities will open up the area and clear underbrush and could allow for more activity in those areas through established or ad hoc trails in the area (An active city).

Economic

This project is an investment in the City's emergency response capabilities. It is a proactive solution to ensure that emergency responders are utilized in the best possible manner and have the appropriate equipment to deal with an eventual wildland fire risk. This strategic investment in infrastructure is similar to what other communities in southern Canada have done to mitigate emergencies. Such projects often save 3-4 times their cost in future potential damages (e.g., City of Winnipeg flood mitigation, 1959 to present; City of Calgary flood, 2013).

Environmental

Fire-smart activity opens spaces up and helps protect them from fire by removing ground-source fuels that could be ignited by an ember storm. This work, along with the deployment of sprinkler kits by City personnel, will limit the ability of wildland fires to spread into adjacent neighborhoods.

Operational Impacts

As stated earlier, the strategic investment in infrastructure will allow emergency responders to better assess, handle and control a potential wildland fire approaching the City. Staff from Community Services has performed the majority of the work in 2015, with input from Public Safety and Planning and Development. This will continue in 2016 and, depending on resources, the City may employ outside contractors to assist in the work. Brush that has been cleared will be given to Public Works or Community Services for departmental use (e.g., planting, ground cover at landfill).

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Safety/Municipal Enforcement Division
 Project New Parking Meters

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	92,000			92,000
O&M Expenses				
Total:	92,000			92,000
Formula Funding	92,000			92,000
Grants				

Purpose

To add approximately 124 new parking meters to the Central Business District as per Council Motion #0189-14.

Background

In 2014 the City of Yellowknife conducted a parking study of the Central Business District and adjacent areas. Several non-metered areas were identified for potential parking meter installation. Based on that information, Municipal Services Committee recommended an additional 328 parking meters be installed on streets adjacent to the current metered streets over a 3-year period.

This plan was approved on April 28, 2014 (Council Motion #0189-14) to be phased in over three years. Eighty new parking meters were installed in 2014; 124 new parking meters were installed in 2015; and another 124 new parking meters are planned for installation in 2016.

Triple Bottom Line

Social

The addition of meters in the central business district will allow for further 9-hour meters for those people who work in the downtown core to park all day. The alternative to driving into the downtown core is for people to become active or take public transportation.

Economic

The addition of parking meters will allow for businesses in the downtown core to have additional parking spaces in front of their establishment and should encourage additional people to own and operate in the downtown of our City.

Environmental

Additional meters in other areas within the downtown core will allow those people to park further away, but also pay all day and lessen the impact on those streets and areas near downtown businesses.

Operational Impacts

The addition of additional meters requires operational resources from Public Works to install the base and the poles within the Central Business District. The actual meter-heads, programming and installation will be conducted by Public Safety, Municipal Enforcement Division Officers.



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Safety / Municipal Enforcement Division
 Project Radar Equipment Replacement

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	10,000	5,000		15,000
O&M Expenses				
Total:	10,000	5,000		15,000
Formula Funding	10,000	5,000		15,000
Grants				

Purpose

To purchase new radar equipment (two in 2016 and one in 2017) for Municipal Enforcement Vehicles to allow the continued enforcement of speed limits within the City of Yellowknife.

Background

The City of Yellowknife Municipal Enforcement Division (MED) has 4 vehicles that patrol approximately 120 km of municipal maintained roads and approximately 30 km of territorial highways that are within our municipal boundaries. MED operates four patrol cars to enforce City by-laws and the GNWT *Motor Vehicles Act*. Each vehicle is equipped with a mobile radar unit that can measure the speed of vehicles to the front and rear of the patrol car. A substantial amount of time is spent enforcing speeding infractions, as this is one of the most serious risks to public safety on our roadways.

One of the radar units was replaced during the 2015 budget by City Council. The remaining three radar units currently in use are more than seven years old and, while they are still operating properly, they require increased maintenance. Radar units have to be sent to Edmonton for service, which means it can take weeks until they are returned and put back in operation.

Radar technology has advanced since these older radar units were purchased. The existing units require officers to toggle back and forth from

the front and rear radar antennas, depending on where an offending vehicle is in relation to the patrol vehicle. Newer units display speeds from both antennas at the same time, allowing an officer to focus more on the road. If new radar units are purchased, the old units will be kept for use as backup when a unit is out for service, ensuring uninterrupted radar enforcement. The City does not have any backup units for service at this point in time.

Triple Bottom Line

Social

This new equipment will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in MED's essential equipment. Improvement and maintenance of our mobile equipment is vital to continued provision of essential services to our residents.

Environmental

The use of mobile radar equipment in MED vehicles ensures that fewer people speed and should result in less collisions and the effect those accidents have on our roadways and eco-system (chemical/fuel spills).

Operational Impacts

Aging technology (infrastructure) costs have a higher operational cost as they get older. In the case of electronic equipment operating at a range of temperatures in the vehicles, the down-time of the equipment will adversely affect MED staff and their enforcement activities.



CAPITAL FUND - 2016 Capital Projects

Department/Division **Public Safety / Fire and Ambulance Division**
Project **Master Plan**

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	110,000			110,000
O&M Expenses				
Total:	110,000			110,000
Formula Funding	110,000			110,000
Grants				

Purpose

To complete a City of Yellowknife Fire Division master plan document to look at present services and assist the Fire Division in planning for the future growth (commercial and residential) within the City.

Background

The City of Yellowknife Fire Division continuously measures its delivery of emergency services against industry standards or best practices. Most emergency services (Fire & Rescue or Police Services) have established Mater Plans with a 5 or 10 year horizon. The primary goal of a Fire Master Plan is to allow the Yellowknife Fire Division to respond to the needs and service requests of a growing community (July 1, 2015 population of 20,637)

The fire master plan will address the current level of fire protection and rescue services for residents of Yellowknife and the surrounding area (Ingraham Trail) that require services. The plan may also assist in determining the most appropriate delivery model for fire emergency services and will also look at trends in the fire service and our community to ensure we provide the best service to our residents. The fire master plan will assist the Fire Chief and Administration forecast larger expenses so that the community's changing needs can be met in a timely fashion.

Triple Bottom Line

Social

The fire master plan will ensure that we continue to have a safe city with the proper provision of fire, rescue and ambulance services that meet the needs of residents or visitors to our City.

Economic

The fire master plan for the Yellowknife Fire Division is similar to Planning and Development's General Plan – assisting the emergency response agency (YKFD) to review current services and to continue to plan for future growth within the City (new neighbourhoods, developments or commercial properties). The fire master plan will also provide guidance on future strategic investments in infrastructure for services (Yellowknife Fire Division has a vast array of apparatus and small equipment for any emergency situation).

Environmental

This project ensures the efficient planning of emergency resources and will ensure the City continues with current land stewardship and protection.

Operational Impacts

As stated earlier, the fire master plan will assist the Yellowknife Fire Division in planning for future growth within the City. This work will impact Public Works who have the responsibility for fleet and should work in conjunction with any existing and future work from Planning and Development towards General Plan updates.

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Foundation and Paving Repairs

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	80,000			80,000
O&M Expenses				
Total:	80,000			80,000
Formula Funding	80,000			80,000
Grants				

Purpose

To repair both the foundation and surrounding pavement adjacent to the fire hall to reduce future maintenance costs and further damage to the building.

Background

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

The building envelope itself is situated approximately 3 meters away from the bedrock (at back of building) and is not pinned to bedrock but is a floating slab. Consequently, the ground around the Fire Hall has started to shift and has begun to lift the foundation of the building causing damage to the walls. There has been no damage yet to the floor area of the facility. The YKFD has not been able to take care of these ongoing concerns within the current O&M budget, therefore, the Division requires this capital project in order to address the concerns before the damage begins to impact operations.

Triple Bottom Line

Social

The improvements to the fire hall will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's only fire hall and ensures the provision of emergency services within our community. Improvement and maintenance of our facilities is vital to continued provision of essential services to our residents.

Environmental

Preventative work now will ensure that no additional structural work is required in the future, possibly preventing additional energy use to heat the building in the future.

Operational Impacts

Aging infrastructure costs have a higher operational cost as they age. This project may have a minimal impact of Public Works if the work is done in conjunction with other paving work in the area (to help offset costs).



CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Planning & Development							
Housing & Affordability Strategy/ Eco Housing	-	38	-	93	-	-	-
50th Street Revitalization & Business Incubation	-	-	-	175	-	-	-
50 th Street Revitalization	-	-	-	-	-	2,100	1,400
Harbour Plan & Smart Growth Improvements	100	460	350	350	-	-	-
Streetscaping Initiatives	750	744	250	644	-	-	-
	850	1,242	600	1,262	-	2,100	1,400
Public Works & Engineering							
Fleet Replacement	1,378	1,266	1,126	1,295	1,089	1,090	1,119
Community Energy Plan (CEP)							
CEP Energy Coordinator	90	112	95	115	100	100	100
CEP Energy Efficiency Projects	320	501	205	804	1,235	1,477	1,000
	410	613	300	919	1,335	1,577	1,100
Engineering & Garage							
New Mobile Equipment Hoist	-	-	-	-	25	-	-
Traffic Lights Communications & Video Detection Equipment	75	51	40	30	200	80	80
Diagnostic Equipment & Specialty Tools For Mechanics	20	-	20	20	-	-	-
Survey Equipment & AutoCad Software	75	58	-	18	-	-	-
City Garage Building and Yard Improvements	50	-	-	-	-	-	-
	220	108	60	68	225	80	80
Roads & Sidewalks							
Road Rehabilitation	3,500	3,141	2,350	2,159	2,850	2,400	4,075
Intersection Widening & New Traffic Light Installation	-	-	-	-	-	500	-
Drainage Improvements and Storm Sewer Repairs	50	50	50	50	-	-	-
McMeekan Causeway Abutment Stabilization	100	10	-	-	-	-	-
	3,650	3,201	2,400	2,209	2,850	2,900	4,075

(cont'd...)

CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Road Rehabilitation							
Latham Island Area:							
Otto Drive (Hearne Hill Park to Morrison Drive)							700
Raccine Road, Ingraham Drive & Doornbos Lane	450	239					
Central Business District:							
50 St (52 Ave to 51 Ave)	500		700	78			
52 Ave. (49 St. to 56 St.)	1,500	1,755	450	1,026			
52 St (overlay from 52 Ave to 51 Ave)							575
Franklin Ave. (41 St. to Wiley Rd.)					2,000		
Northlands							
Old Airport Road Overlay							1,300
							1,500
Kam Lake Industrial:							
Kam Lake Road (Finlayson Drive to Deh Cho Boulevard)						1,750	
Deh Cho Boulevard		397					
Cameron Rd. (Kam Lake Industrial Park)	250				350		
Etthen Drive, Taltheilei Drive			1,200	1,055	500		
Highway #4 Improvement							
						650	
Niven Lake:							
de Weerdt Drive, Driscoll Rd. & Haener Drive	800	750					
	3,500	3,141	2,350	2,159	2,850	2,400	4,075

(cont'd...)



CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Solid Waste Management							
Landfill/Baler							
Landfill Expansion/New Landfill Cell Construction	250	57	-	50	3,500	-	-
Baling Facility Mechanical Upgrades	25	-	25	50	-	25	25
Site Restoration Liability	150	-	-	-	-	-	-
Ban Commercial Cardboard	-	-	-	25	-	-	-
Recycling Depot Paving	-	-	-	-	-	-	50
Recycling Depot Fencing	-	-	-	5	-	-	-
Centralized Composting Project/ Program	510	1,521	825	515	750	700	150
Transfer Station Phase 1	150	-	-	-	-	-	-
Baling Facility Roof Repairs	-	-	-	-	100	-	-
Baling Facility Concrete Floor Repairs	-	-	-	-	-	-	100
Solid Waste Facility Trash Fencing	-	-	-	-	-	-	100
Office/Break Room/ Washroom for Solid Waste Facility	-	20	-	-	-	-	-
	1,085	1,598	850	645	4,350	725	425

(cont'd...)

CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Water & Sewer							
Pumphouses (PHs)/Liftstations(LSs)/Forcemains							
Water Treatment Plant/Reservoir Expansion	6,227	24,685	8,321	5,000	150	-	-
Capital Upgrades	65	59	65	65	-	-	65
Potable Water Reservoir Flushing & Cleaning	25	-	-	-	-	-	25
Pump Replacement Program	100	100	100	100	-	-	100
Monitoring & Controls Maintenance and Upgrading	75	127	75	75	-	-	75
PH#3 Pipe Replacement	300	10	-	-	-	-	-
LS#5 Pipe Replacement	-	-	-	-	-	-	300
	6,792	24,982	8,561	5,240	150	-	565
Other							
Water Meter Replacement & Upgrade	-	-	15	15	-	-	15
Potable Water Submarine Pipe Inspection	30	27	-	-	30	-	30
Water & Sewer Service Repairs					250		
PH & LS - Genset Installation	175	76	175	125	-	-	200
Fire Hydrant Maintenance	30	30	-	-	-	-	-
Lagoon Control Structure Replacement	150	-	-	-	-	-	-
Rebuilding of Trappers Lake Flow Control Structures	150	-	-	-	-	-	-
Water Licence Study & Report Requirements	60	60	-	-	-	-	-
PH#4 Sodium Hypochlorite Generation	-	385	-	-	-	-	-
	595	579	190	140	280	-	245

(cont'd...)



CAPITAL FUND - 2016 Capital Projects

	2014 Budget (\$000's)	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Water & Sewer Infrastructure Replacement: (includes repavement and concrete)							
Central Business District:							
52nd Avenue		445					
Taylor Road Area:							
Franklin Avenue (2014 Water & Sewer & Paving)	2,600	2,602					
Lanky Court (2014 Water & Sewer & Paving)	1,350	1,632		56			
Reservoir Road (Paving)	60	26					
LS#5/ Public Works Garage/ Fire Hall (Water & Sewer)	400						
Forrest Drive Area:							
Con Road - Rycon to 54 St. (2016 Water & Sewer, 2017 Paving)					2,300	700	
Forrest Dr - Burwash Dr. to 51A Ave.(2015 Water & Sewer & 2016 Paving)		65	750	753	500		
Frame Lake South:							
Horton Crescent (2015 Water & Sewer, 2016 Paving)			2,045	2,986	700		
Williams Avenue (2017 Water & Sewer & Paving)						2,850	
Dagenais Drive (2018 Water & Sewer, 2019 Paving)							3,500
Knutsen Court (2013 Water & Sewer, 2014 Paving)	400	360					
Bromley Drive & Bromley Court (2013 Water & Sewer, 2014 Paving)	900	1,292					
	5,710	6,422	2,795	3,795	3,500	3,550	3,500

(cont'd...)

CAPITAL FUND - 2016 Capital Projects

		2016	
		Budget	M.E.R.
		Recommended	Reserve
		(\$000s)	(\$000s)
Public Works & Engineering	Page		
Fleet Management	203		
1004-06 F-150		36	36
1005-06 F-150		35	35
1166-06 E-150 Leak Detection		39	39
1188-11 Zero Turn Exmark Mower		20	20
1195-11 Crown Victoria		64	64
2099-02 Freightliner FC70 Road Sweeper		341	341
2012-10 John Deere 304J		155	155
2101-03 LT9500 Sterling (Mercedes)		168	168
2104-04 LT9500 Sterling (Cat)		169	169
T010-65 45' High Boy Trailer		42	42
T011-80 45 Ton Low Boy Trailer		20	20
		1,089	1,089

		2016	
		Budget	Formula
		Recommended	Funding
		(\$000s)	(\$000s)
	Page		
Community Energy Plan (CEP) Initiatives	206		
Energy Coordinator		100	100
Interior LED Lighting		160	160
Centralized Boiler System		1,075	1,075
		1,335	1,335

(cont'd...)



CAPITAL FUND - 2016 Capital Projects

		2016			MACA
		Budget	Formula	Gas Tax	Capital
		Recommended	Funding	Rebate	Grant
		(\$000s)	(\$000s)	(\$000s)	(\$000s)
Engineering & Garage		Page			
New Mobile Equipment Hoist	215	25	25		
Traffic Lights Communications & Video Detection Equipment	217	200			200
Roads & Sidewalks					
Road Rehabilitation	220	2,850	950		1,900
		3,075	975	-	2,100
Solid Waste Management		Page			
Landfill					
New Landfill Cell Construction	225	3,500	1,727	1,773	
Centralized Composting Program	228	750	640		110
Baling Facility Roof Repairs	230	100	100		
		4,350	2,467	1,773	110

(cont'd...)

CAPITAL FUND - 2016 Capital Projects

	Page	2016		Water &			MACA
		Budget	Formula	Sewer	M.E.R.	Gas Tax	Capital
		Recommended	Funding	User Fees	Reserve	Rebate	Grant
		(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Pumphouses/Liftstations (PHs/LSs)							
Water Treatment Plant	232	150		150			
Other							
Potable Water Submarine Pipe Inspection	234	30		30			
Water & Sewer Service Repairs	235	250		250			
Water & Sewer Infrastructure Replacement	236	3,500				3,500	
		3,930	-	430	-	3,500	-
PW Subtotal		13,779	4,777	430	1,089	5,273	2,210



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering/Fleet Management
 Project Fleet Replacements (& Additions)

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	1,089,000	1,090,000	1,119,000	3,298,000
Total:				
M.E.R. Reserve	1,089,000	1,090,000	1,119,000	3,298,000
Grants				

Purpose

To continue to replace aging pieces of the City’s mobile equipment fleet in accordance with standard fleet management practices.

Background

The mobile equipment fleet has a replacement value of \$17.7 million and must be maintained to meet the service levels expected by residents. The City has a fleet of 154 various pieces of mobile equipment that support Fire and Ambulance, Road Maintenance, Water and Sewer Maintenance, Solid Waste, Parks, Arenas and Administrative functions, plus 26 stationary engines for emergency power generation and fire pumping capacity.

The replacement vehicles listed have passed their useful lives according to City policies. In addition, they are recommended for replacement according to a mechanical assessment carried out by mechanics. In the 2006 Infrastructure Needs Assessment by FSC Architects and Engineers, now Stantec, it was noted that nearly half of the City’s fleet is beyond its anticipated life span.

In 2015, Public Works & Engineering reviewed the City’s fleet management policies and compared to other jurisdictions. In most cases, other orders of government replace their equipment on a more frequent basis than the City of Yellowknife currently does. For example, light duty trucks are generally replaced around the eight year mark based on

findings, where the City of Yellowknife has extended this particular replacement to replacement after ten years. City staff will go one step further, if a piece of equipment is due for replacement but is low in hours/kilometers and is not experiencing increased maintenance costs, we will defer the replacement of this unit until maintenance and repairs become prevalent. For example, in 2016 there are six units scheduled for replacement. These were reviewed and replacement has been deferred.

Impacts

Social

This ongoing project allows the City of Yellowknife to replace aging pieces of mobile equipment which provide essential services to residents. Older equipment is prone to breakdowns and extended periods of inactivity, which directly impacts the City’s ability to perform work such as snow removal or the timely repair of water and/or sewer breaks, thus affecting the overall quality of life of Yellowknife residents.

Economic

The consistent and ongoing replacement of fleet equipment reduces operational, maintenance and staffing costs associated with aging units. Specific pieces of equipment, such as graders which are essential for snow removal, are replaced more often and therefore retain a trade-in value which benefits the City as the equipment is always in excellent condition with relatively no downtime, and at a reduced purchase price.

CAPITAL FUND - 2016 Capital Projects

Environmental

This project allows the City to replace aging equipment with newer equipment that is more fuel efficient and reduces greenhouse gas emissions.

Operational

This project can have significant operational impacts. Not replacing equipment on a planned and scheduled basis allows equipment to fall into a state of increased breakdowns and repairs. These repairs would have to be repaired by City mechanics or contractor depending on the nature and severity of the repair or the need of the specific piece of equipment.

Description:	Units:	Examples:
Small Equipment	30	Riding mower, ground thaw, line painter, snowmobiles, ATVs, etc.
Light Duty	41	Cars, vans, half ton trucks, 3/4 ton trucks.
Medium Duty	8	One ton to 5 ton trucks, includes zambonis.
Heavy Duty	15	Trucks/ Trailers used for sanding, snow removal, waste removal, etc.
Heavy Equipment	10	Loaders, dozers, excavators, backhoes, plows, etc.
Mobile Tractors	9	Heavy rollers, sander bodies, steamers, etc.
Municipal Enforcement	4	Cars, trucks, SUV ("sport utility vehicles").
Emergency Equipment	10	Fire trucks, tankers, aerial ladder, ambulance, etc.
Seasonal Vehicles	18	Any vehicle replaced but still serviceable, summer trucks, etc.
Stationary Engines	26	Used to pump water, sewage, produce emergency power.
Specialty Equipment	9	Graders, street sweepers, vactor trucks, etc.



CAPITAL FUND - 2016 Capital Projects

2016 Fleet Replacement Schedule									
Unit #:	Description:	Year:	Class:	Replace. Year:	Estimated Budget:	Estimated Current Value:	Hours	Kilometers	End Use:
1004-06	F-150	2006	2	2016	35,580.00	-	8,062.00	104,724.00	Low priority role.
1005-06	F-150	2006	2	2016	35,580.00	-	7,188.00	121,299.00	Low priority role.
1166-06	E-150 Leak detection	2006	2	2016	38,910.00	-	9,820.00	86,847.00	Low priority role.
1188-11	Zero Turn Exmark Mower	2011	1	2016	19,620.00	-	1,428.00	N/A	Auction.
1095-11	Crown Vitoria	2011	7	2015	64,260.00	-	6,681.00	111,687.00	Low priority role.
2099-02	Freightliner FC70 Road Sweeper	2002	6	2014	340,700.00	-	406.00	41,391.00	Trade in.
2012-10	John Deere 304J	2010	6	2016	154,600.00	-	5,501.00	N/A	Trade in.
2101-03	LT9500 Sterling (Mercedes)	2003	5	2016	168,400.00	-	11,735.00	191,150.00	Trade in.
2104-04	LT9500 Sterling (Cat)	2004	5	2016	168,400.00	-	11,033.00	181,763.00	Trade in.
T010-65	45' High Boy Trailer	1965	4	2015	42,400.00	-	N/A	N/A	Auction.
T011-80	45Ton Low Boy Trailer	1980	4	2012	20,000.00	-	N/A	N/A	Auction.
					1,088,450.00	0.00			1,088,450.00
									Net cost to the City.
Units Reviewed and Deferred for Replacement									
Unit #:	Description:	Year:	Class:	Replace. Year:	Estimated Budget:	Estimated Current Value:	Hours	Kilometers	End Use:
1163-06	F-150	2006	2	2016	35,580.00	-	3,763.00	64,372.00	Low priority role.
1165-06	F-250	2006	2	2016	46,700.00	-	1,090.00	25,333.00	Low priority role.
1193-12	Polaris snowmobile S12BA6NSL	2012	1	2016	15,260.00	-	N/A	2,552.00	Low priority role.
1194-12	Polaris snowmobile S12BA6NSL	2012	1	2016	15,260.00	-	N/A	2,518.00	Low priority role.
1190-11	Can Am ATV	2011	1	2016	15,000.00	-	139.00	1,432.00	Low priority role.
2121-08	CAT 246C SKID STEER	2008	6	2016	72,970.00	-	3,130.00	N/A	Trade in.
					200,770.00				200,770.00
City of Yellowknife Fleet Replacement Cycle Guidelines Summary:									Not replaced in 2016 budget
Class	Description:	Examples:			Life Cycle:				
1	Small Equipment	Riding mower, ground thaw, line painter, snowmobiles, ATVs, etc.			Different replacement cycles dependant on use.				
2	Light Duty	Cars, vans, half ton trucks, 3/4 ton trucks.			Review after 7 years, replace after 10 years.				
3	Medium Duty	One ton to 5 ton trucks, includes zambonis.			Review after 6 years or 100,000 kms, replace after 10 years.				
4	Heavy Duty	Trucks/ Trailers used for sanding, snow removal, waste removal, etc			Review after 6 years or 6000 hrs, replace after 12 years.				
5	Heavy Equipment	Loaders, dozers, excavators, backhoes, plows, etc.			Review after 8 years or 10,000 hrs, replace after 12 years.				
6	Mobile Tractors	Heavy rollers, sander bodies, steamers, etc.			Review after 8 years or 10,000 hrs, replace after 10 years.				
7	Municipal Enforcement	Cars, trucks, SUV ("sport utility vehicles").			Replace after 4 years or 100,000 kms.				
8	Emergency Equipment	Fire trucks, tankers, aerial ladder, ambulance, etc.			Replaced based on industry standards and NFPA requirements.				
9	Seasonal Vehicles	Any vehicle replaced but still servicable, 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	Specialty Equipment	Graders, street sweepers, vactor trucks, etc.			Replacement depends on the use of the unit.				

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering/
Project Community Energy Plan (CEP) Projects

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	160,000	402,000	400,000	962,000
O&M				
FTE	100,000	100,000	100,000	300,000
Other O&M Expenses				
Total:	260,000	502,000	500,000	1,262,000
Formula Funding	260,000	120,000	500,000	880,000
Gas Tax Rebate		382,000		382,000

General Purpose

The Community Energy Plan's multiple projects reduce the cost of the core services offered by the City, reduce greenhouse gas emissions and diversify our energy supply. The CEP makes our community more sustainable and more resilient.

CEP Background

The CEP is a plan adopted under the guidance of the Federation of Canadian Municipalities' Partners for Climate Protection Program. It was first drafted in 2006 with the objective of reducing the City's greenhouse gas emissions. The City has now completed all five milestones of the Plan and is now working on updating its energy strategy for the future, setting new targets for 2025 and 2050.

Ongoing savings from past CEP projects are estimated to have surpassed \$650,000 last year. The City also reduced its GHG emissions by more than 1,000 tonnes of CO₂, reaching the targets set in 2005.

Justification & Impacts

2016 Projects

Interior LED lighting

Purpose:

Replace interior lighting fixtures with high efficiency LEDs.

LED tubes replacing T8 fluorescent tubes have decreased in price and increased in efficiency significantly enough to make LEDs cost effective for interior applications. This is also an opportunity to re-evaluate each indoor space and assess if the lighting levels are adequate. Historically, buildings have been over-lit, not making use of the natural light that comes into them. This capital project would see the installation of automated light dimmers in rooms where windows are present, and the installation of standard LED tubes in other indoor locations.

In 2014, a pilot project was completed in which auto-dimming lights were installed in a windowed room. The dimming function decreased the power consumed by an average of 40%, in addition to the efficiency improvement. The overall reduction in power use was 90%.

Capital required: \$160,000



Environmental Impacts:

GHG emissions reduction: 73 tonnes or 1.7%

LEDs do not contain mercury and last longer, reducing risks to health and waste production.

Socio-Economic Impact:

Project's Return on Investment: 15% (\$24,000 first year savings, increasing with time)

Permanent savings as percentage of tax revenue: 0.09%

Construction job creation: 0.56 FTE¹

Indirect permanent job creation: 0.27FTE²

¹Calculated using the NWT Bureau of Statistics 2012 construction economic impact multiplier on construction costs

²Calculated using NWT Bureau of Statistics 2012 household spending economic impact multiplier on cost savings

Energy Coordinator

Purpose

The Energy Coordinator is responsible for implementing and drafting CEP policies and was made a permanent position in 2009. The Energy Coordinator's primary duties include:

- Identifying funding opportunities to support the implementation of the CEP and assist in the application process
- Briefing Administration and Council on the energy and emissions implications of their decisions when deemed applicable
- Providing quarterly updates to the CEP Implementation Advisory Committee on the progress of the CEP
- Working with facilities and operations managers to identify and implement energy efficiency projects
- Working with City departments to ensure purchases give consideration to energy efficiency
- Working with other levels of government and the private sector to support the implementation of the CEP
- Working to develop a centralized boiler system for City facilities
- Communicating with the general public and City staff on activities and projects related to the CEP
- Coordinate the completion of the renewal of the CEP and its implementation.

In addition to coordinating the implementation of capital projects, the Energy Coordinator undertakes energy monitoring and issues recommendations on facility operations. Such collaboration with other departments is estimated to have saved the City \$60,000 in the last 12 months at the Yellowknife Community Arena and Multiplex. Energy monitoring enabled the early detection of outages in pellet boilers and the identification of energy use trends that were then improved.

Capital Required \$100,000

2016 Total Budget: \$260,000

Total Annual Savings \$24,000

2017 Projects

Heat Pipe from PH1 to WTP

Purpose

The 520kW pellet boiler at Pumphouse #1 would have surplus capacity during shoulder season and would be able to supply additional heat for the Water Treatment Plant without adding boiler capacity.

Capital required: \$150,000

Environmental Impacts:

GHG emissions reduction: 52 tonnes

Socio-Economic Impacts:

Project's Return on Investment: 9.3% (\$14,000 first year savings)

Construction job creation: 0.53 FTE

Indirect permanent job creation: 0.17 FTE

Solar Panels

Purpose

Install approximately 27.5kW of solar panels, producing 27,500kWh of renewable solar electricity at a lower cost than purchases from the electricity grid.

Capital Required: \$110,000

Environmental Impacts

In 2014, 30% of Yellowknife's power supply came from diesel generation. Each kWh used caused the emission of 0.7kg of CO₂.

GHG emissions reduction: 16 tonnes

Socio-Economic Impacts:

Project's Return on Investment: 7.7% average (\$4,500 savings in first year, increasing with time).

This project builds local expertise and capacity for other future local installations. Also, installing solar panels on City facilities reduces our

exposure to the risk of low water levels and the resulting increase in costs to produce power through diesel generation. As this system would operate in a load displacement configuration (only replacing a facility's internal power use and not feeding the grid), this eliminates the political risks linked to a reduction in diesel generation subsidies or other unknown risks.

Reduction in the use of diesel for power generation reduces the risk of exposure to diesel fumes and therefore reduces the risks of adverse health effects to Yellowknife's population.

Community Outreach

Purpose:

Outreach includes public consultation activities required for future projects.

Communication interventions have been shown to reduce energy use by 5% to 20% in studies³. Triple bottom line impact assessment assumes a one percent reduction in energy use within the community could be achieved, which would yield significant economic and environmental impacts.

Capital Required: \$20,000

Environmental Impacts:

Yellowknifers emitted 200,450 tonnes of CO_e in 2013

GHG emissions reduction: 2,005 tonnes

Socio-Economic Impact:

Yellowknifers used 144 million dollars' worth of energy in 2013.

Indirect Permanent Job Creation: 17.18FTE

³Calculated Achieving energy efficiency through behavior change: what does it take?" (EEA 2013)



CAPITAL FUND - 2016 Capital Projects

Yellowknife's Community Energy Plan also outlined some areas where providing information to the public would be the most beneficial to the community. This would include sharing successful energy saving projects that may be applicable to residences and businesses, and going into schools to educate youth on the importance of using more renewable energy and less fossil fuel.

Interior LED lighting

Purpose

(See 2016 CEP capital project)

Capital required: \$110,000

Environmental Impacts:

GHG emissions reduction: 50 tonnes

Socio-Economic Impacts

Project's Return on Investment 16% (\$17,600 first year savings)

Construction job creation: 0.39 FTE

Indirect permanent job creation: 0.21 FTE

Air Source Heat Pumps

Purpose

(See 2016 CEP capital project)

Capital required: \$12,000

Environmental Impacts:

GHG emissions reduction: 20 tonnes

Socio-Economic Impacts:

Project's Return on Investment: 17% (\$2,000 first year savings)

Construction job creation: 0.04 FTE

Energy Coordinator

Capital Required \$100,000

Purpose: (See 2016 CEP capital project)

2017 Total Budget \$502,000

Total New Annual Savings \$38,100

2018 Projects

Solar Panels

Purpose

(See 2017 CEP capital project)

Capital required: \$150,000

Environmental Impacts:

GHG emissions reduction: 21 tonnes

Socio-Economic Impacts:

Project's Return on Investment: 8.6% average, \$7,000 first year savings

Construction job creation: 0.53FTE

Indirect permanent job creation: 0.08FTE

Community Outreach

Capital required: \$20,000

(See 2017 CEP capital project)

Interior LED lighting

Purpose: (See 2016 CEP capital project)

Capital required: \$100,000

Environmental Impacts:

GHG emissions reduction 45 Tonnes

Socio-Economic Impacts:

Project's Return on Investment: 18%, \$18,000 first year savings

Construction job creation: 0.35 FTE

Indirect permanent job creation: 0.21 FTE

CAPITAL FUND - 2016 Capital Projects

Design of City Hall Centralized Boiler System

Purpose:

City Hall uses approximately 55,000 liters of oil per year. This consumption level is not high enough to make a large commercial-size biomass boiler cost-effective for the City. By designing a system that would connect nearby government buildings, economies of scale can be achieved, making the project feasible.

Third party building managers have been consulted and are interested in the project. Written agreements would be sought if budgets are approved.

Capital required: \$130,000

Environmental Impacts:

Future project's GHG emissions reduction: 128 Tonnes

Socio-Economic Impacts:

Future project's Return on Investment: 10% target

Consulting job creation: 0.86FTE⁴

Energy Coordinator

Capital Required \$100,000

(See 2016 capital project)

2018 Total Budget: \$500,000

Total New Annual Savings \$25,000

Operating Cost Impact

2016 savings	\$ 24,000 (0.09% of tax base)
2017 savings	\$ 38,100 (0.15% of tax base)
2018 savings	\$ 25,000 (0.10% of tax base)

Total Additional Savings \$ 87,100 (0.34% of tax base)

⁴Calculated using NWT Bureau of Statistics 2012 economic impact multiplier for Professional, Scientific and Technical Services.

Projects' Impact on Other Departments

O&M cost reductions would apply to the Public Works, Community Services and public Safety Buildings

CEP projects help achieve the following goals and objectives of Council:

Goal #1: BUILDING A SUSTAINABLE FUTURE

Realize Opportunities to Encourage Economic Growth and Diversity.

Goal #2: STEWARDS OF OUR NATURAL AND BUILT ENVIRONMENT

Develop Smart and Sustainable Approaches to Energy, Water and Sewer, Waste Management and Building Systems.

Other Implications

Territorial and Federal funding programs exists to finance green energy projects. Funding levels averaged above \$100,000 per year in the last ten years, larger projects usually receiving more funds.



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering/
Project CEP Biomass Projects

Expenditures & Funding Sources	Total Estimated Cost \$	Prior Year Funding \$	2016 \$	2017 \$	2018 \$
Capital Cost	2,750,000		1,075,000	1,075,000	600,000
O&M					
FTE	213,316		28,636	90,080	94,600
Other O&M Expenses	(360,300)		(23,800)	(157,000)	(179,500)
Total Capital:	2,750,000		1,075,000	1,075,000	600,000
Formula Funding	2,110,000		1,075,000	435,000	600,000
Gas Tax Rebate	640,000			640,000	

General Purpose

Heating facilities with renewable, low emissions energy that is 40% the cost of oil.

CEP Background

The CEP is a plan adopted under the guidance of the Federation of Canadian Municipalities' Partners for Climate Protection Program. It was first drafted in 2006 with the objective of reducing the City's greenhouse gas emissions. The City has now completed all five milestones of the Plan and is now working on updating its energy strategy for the future.

Ongoing savings from past CEP projects are estimated to have surpassed \$650,000 last year.

The City also reduced its GHG emissions by more than 1,000 tonnes of CO₂, reaching the targets set in 2005.

Justification & Impacts

2016

Centralized Biomass Boiler System -Phase 1

Purpose

Phase one of a centralized boiler system in the Multiplex area will see the installation of a 520kW wood pellet boiler for the Multiplex and Fieldhouse. Wood Pellets are approximately 45% of the price of oil and are made from renewable, carbon neutral wood residues.

Capital required: \$1,075,000

(Biomass projects are not included in 2016 Budget and Council has to determine the source of funding. If it is financed by transfers from the General Fund, this will be equivalent to a temporary tax increase of 4.2%)

Environmental Impacts:

GHG reduction: 700 tonnes (17% of City emissions)

This project would also greatly reduce our reliance on non-renewable fossil fuels and reduce our risk exposure to price fluctuations.

(cont'd ...)

CAPITAL FUND - 2016 Capital Projects

Socio-Economic Impacts:

Fuel savings: \$145,000

Return on Investment: 10.5% average (\$90,000 savings during the first full year of operation, increasing with time.¹

Permanent savings as a percentage of tax revenue: 0.44%

Even at reduced total costs, the use of biomass requires more spending in the local economy than oil, stimulating and diversifying the local economy.

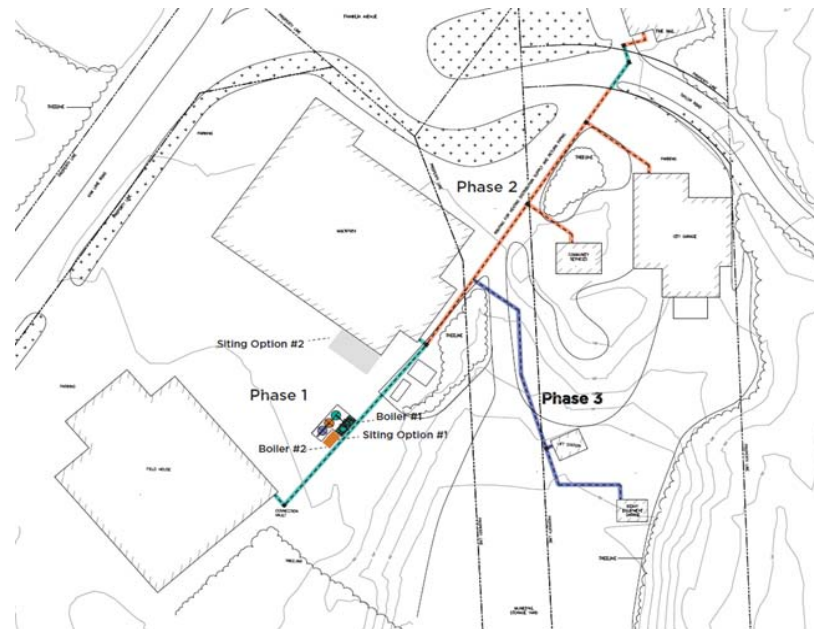
Construction job creation: 3.77 FTE²

Direct permanent job creation: 0.5 FTE

Indirect permanent job creation: 1.07 FTE³



Design Report - All phases shown



Phasing details

¹Assumes a 50% cost sharing with phase 2.

²Calculated using NWT Bureau of Statistics 2012 construction economic impact multiplier on construction costs

³Calculated using NWT Bureau of Statistics 2012 household spending economic impact multiplier on cost savings



2017

Centralized Biomass Boiler System – Phase 2

Purpose

Phase 2 of the project brings similar kinds of benefits as Phase 1 for the Public Works Garage, Fire Hall and Community Services warehouse. We anticipate that a northern supply of wood chips from areas burnt during the 2014 and 2015 fire seasons will become available by 2017. This would reduce the O&M cost of operating the biomass boiler. Adding a second boiler also adds redundancy to the system, eliminating the need to have two oil-fired boilers in each facility and reducing future capital expenditures to replace an oil-fired boiler.

Capital required: \$1,075,000

Environmental Impacts

GHG reduction: 260 tonnes (6.3% of City emissions).

Socio-Economic Impacts

Return on Investment: 4.5% average on wood pellets, 6.1% average with wood chips (Minimum \$48,000 savings)

Construction job creation: 3.76 FTE

Indirect permanent job creation: 0.57 FTE

2018

Design and Build Second Pellet Boiler at Pumphouse 1

Purpose

Once a heat distribution pipe is installed between Pumphouse #1 and the Water Treatment Plant, boilers in both facilities can share their space heating loads. The remaining heat load of approximately 150,000 liters of oil, not covered by the capacity of the single biomass boiler, would need to be supplied by a second boiler installed in the system. GHG reduction of 390 tonnes or 9.6%

Capital Required: \$600,000

Environmental Impacts:

Return on Investment: 15%(\$90,000 first year savings)

Socio-Economic Impacts:

Construction job creation: 2.1 FTE

Indirect permanent job creation: 1.07 FTE

Operating Cost Impact

2016 savings	\$ 15,000 (0.06% of tax base)
2017 savings	\$ 66,600 (0.26% of tax base)
2018 savings	\$ 120,100 (0.47% of tax base)
2019 savings	<u>\$ 187,600 (0.73% of tax base)</u>

Projects' Impact on Other Departments

Cost savings are distributed between Community Services, Public Works and Public Safety.

CEP Biomass projects help achieve the following goals and objectives of Council:

Goal #1: BUILDING A SUSTAINABLE FUTURE

Realize Opportunities to Encourage Economic Growth and Diversity.

Goal #2: STEWARDS OF OUR NATURAL AND BUILT ENVIRONMENT

Develop Smart and Sustainable Approaches to Energy, Water and Sewer, Waste Management and Building Systems.

Other Implications

Territorial and Federal funding programs exist to finance green energy projects. Funding levels averaged above \$100,000 per year in the last ten years, with larger projects usually receiving more funds.



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / City Garage
 Project New Mobile Equipment Hoist

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	25,000			25,000
Total:				
Formula Funding	25,000			25,000
Grants				

Purpose

To purchase and install a new mobile equipment hoist used for the maintenance of the City’s mobile equipment fleet.

Background

The City Garage has two equipment hoists required for the repairs and maintenance on various units in the City’s mobile fleet. One of the current hoists, the smaller of the two, was installed in 1994 and is in need of replacement. The existing hoist is 12,000 lbs, is 192 inches long, and has one jacking lift of 6,000 lbs. This is to be replaced with a new hoist that will be able to accommodate larger equipment. It will be 18,000 lbs, 230 inches long, and has two jacking lifts of 9,000 lbs.

Due to the age of the existing hoist, it is becoming increasingly difficult to locate parts for the unit. Rees Inspection Services out of Grand Prairie is continually noting deficiencies such as replacing cables as well as various hydraulic parts.

Triple Bottom Line

Social

Provides City Staff the equipment they need to make necessary repairs to the City’s fleet, which is needed for the provision of essential services for residents of Yellowknife.

Economic

The older, existing hoist needs additional repairs each year due to its age, and parts are getting harder to source for the repairs.

Environmental

There are minimal positive or negative environmental impacts of this project.

Operational Impacts

This project will provide the mechanic staff with a new and fully functional equipment hoist which will create a more efficient work flow.



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Roads and Sidewalks
 Project Traffic Lights Communications and Video
 Detection Equipment

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	200,000	80,000	80,000	360,000
Carry Over	90,600			90,600
Total:	290,600	80,000	80,000	450,600
Formula Funding		80,000	80,000	160,000
MACA Capital Grant	200,000			200,000
Prior Year Funding	90,600			90,600

Purpose

To re-establish electronic communications with the City’s traffic light system and provide video detection equipment at actuated intersections.

equipment has been installed, view and download information on traffic counts and view traffic at an intersection in real-time.

Background

There are 18 intersections in Yellowknife which rely on properly functioning traffic lights to coordinate and provide efficient traffic flow and vehicle detection. In order to ensure the lights are working properly, the Public Works department must be able to connect to each intersection controller and monitor the traffic lights.

Once communication to each intersection has been re-established, Public Works will continue to install video detection equipment at individual intersections based on a priority system. Video detection equipment 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 counts of cars, trucks and pedestrians, as well as vehicle speeds. Vehicle speed data, however, can only be used for design purposes and not for enforcement of speed limits.

Historically, communication has been achieved through ‘two-pair’ telephone lines, in conjunction with dial up modems located in each traffic cabinet and City Hall. This infrastructure has failed and is currently inoperable. The technology in place is too antiquated to attempt any repairs as dial up modems are non-existent with current technologies.

The City of Yellowknife has historically relied solely upon wire loops in the asphalt surface of intersections to detect vehicle presence and subsequently give a call to change the traffic lights in that particular direction. Traffic loops can be troublesome in the winter under snowy conditions. They are expensive to install and maintain and susceptible to damage from road conditions and construction activity. Over 35% of the loops currently in use require some measure of repair. This can cause

As the City has already invested in and moved forward with a citywide wireless communication system, it is important to include the traffic light infrastructure in this system. Once operational, the wireless communication system will allow Public Works to remotely access each traffic light controller to view issues at the intersection, update traffic controller information and, at intersections where video detection

CAPITAL FUND - 2016 Capital Projects

major inefficiencies in traffic flow and timing patterns, as well as increasing driver frustrations.

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

In a 2013 pilot project, cameras were installed at the intersection of Norseman Drive and Franklin Avenue to determine their effectiveness for vehicle detection under Yellowknife conditions. The cameras operated well for this purpose during the trial period and, in 2014, additional cameras were installed at the intersections of Franklin Avenue and Matonabee Street, and Old Airport Road at Borden Drive North. The cameras at Borden Drive North have proven to be effective at detecting traffic turning left from Old Airport Road onto Borden Drive, and providing that traffic with the advance left-turn signal.

The approximate cost for traffic light communications and video camera detection equipment is \$35,000 per intersection (four-way), including approximately \$5,000 for installation costs. The budget allocations requested in 2017-2018 will provide video detection equipment for two intersections per year. With this investment, all intersections could be equipped with video detection in approximately 7 years.



	Carryovers	2016	2017	2018
Communications	90,600	200,000	-	-
Video Detection	-	-	80,000	80,000

(cont'd ...)



Three Year Traffic Light Infrastructure Plan

A total of \$290,600 will be needed in 2016. However, there are carry over amounts and contributions from other projects as follows:

2014 Carryover	\$30,000
2015 Carryover	\$600
IT Communications Project Carryover	<u>\$60,000</u>
	\$90,600

Triple Bottom Line

Social

This project provides essential upgrades to the traffic light system that creates a controlled traffic environment that allows for safe passage of pedestrians and vehicular traffic. It will also allow real time changes to traffic patterns which will reduce resident frustrations.

Economic

The described upgrades will allow City staff to control and manipulate traffic data from work stations at City Hall. Currently, there is no means to connect to the system without standing at an actual traffic cabinet with a laptop. This upgrade is a significant investment in the City's traffic light infrastructure that is vital to allowing efficient and effective traffic control throughout Yellowknife.

Environmental

This project will allow City staff to monitor and program a more efficient traffic light system that will reduce idling times and promote a better flow of traffic.

Operational Impacts

This project will allow City staff to make changes to the traffic light software/system from one central location rather than having to visit all 18 intersections to make a small timing change. The video detection will also collect data such as traffic counts which would otherwise need a person counting vehicles and pedestrian traffic.

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Roads & Sidewalks
 Project Road Paving and Rehabilitation

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	2,850,000	2,400,000	4,075,000	9,325,000
Total:				
Formula Funding	950,000		1,865,000	2,815,000
MACA Capital Grant	1,900,000	1,760,000	2,210,000	5,870,000
Gas Tax Rebate		640,000		640,000

Purpose

To repair or replace asphalt, concrete and other appurtenances on City streets as required, including storm water infrastructure.

Background

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

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

As streets are reconstructed, the City works with Northland Utilities Limited to ensure that street lighting levels are evaluated and increased to comply with national standards. Additional underground ductwork is

being coordinated in this work with Northland Utilities Ltd., NorthwesTel Inc. and NorthwesTel Cable Inc. to answer present and future needs.

2016 Road Paving/Reconstruction Projects

Franklin Avenue (41 Street to Wiley Road)

The bottom of the Franklin Avenue hill into Old Town has several major dips and other areas of concern. The section of roadway by Fritz Theil Park has subsided, creating a safety concern. Reconstruction of this area will include provision for on-street, painted bike lanes. Public Works will undertake a geotechnical investigation and will employ road stabilization methods to halt this type of settlement in the future.

Etthen Drive, Taltheilei Drive (Kam Lake Industrial Park)

This will nearly complete the paving in the Kam Lake area, with the exception of the Enterprise Drive extension which was constructed in 2011, and Cameron Road scheduled for 2018.

Cameron Rd. (Kam Lake Industrial Park)

It has been the Department's objective to attempt to pave at least one Kam Lake street per year. Cameron Road between Nahanni Drive and Taltheilei Drive was originally scheduled to be paved in 2014 but was removed due to changing priorities and budget restrictions. It has been scheduled for paving in 2016.



CAPITAL FUND - 2016 Capital Projects

2017 Road Paving/Reconstruction Projects

Kam Lake Road (Finlayson Drive to Deh Cho Boulevard)

This section of Kam Lake Road is riddled with potholes, bumps and dips which will be addressed during road reconstruction. Combined with this work, there will be upgrades at the Finlayson Drive and Kam Lake Road intersection.

Highway # 4 Improvements

The City of Yellowknife is scheduled to assume responsibility of Highway #4 from 49 Avenue to the Giant Mine Boat launch in 2017. Ongoing discussions with Council and residents indicate the need for safe pedestrian walkways and crossings along this section of road in the form of sidewalks and cross walks.

2018 Road Paving/Reconstruction Projects

Otto Drive (Hearne Hill Park to Morrison Drive)

Otto Drive has major dips in some areas, and is subject to movement due to unstable ground conditions. Upgrading of the street will address these concerns as well as any drainage issues in the area.

Northlands

In 2016 the City will take ownership of the roads in the Northlands Trailer Park, following a joint project with Yellowknife Condo Corp. #8 to replace the water and sewer infrastructure in the park. These roads were finished with gravel for numerous reasons, including project costs. As the upkeep on gravel roads is significantly higher than paved roads, and the underground infrastructure has had some time to settle, paving of the roadway is necessary. As well, Norseman Drive is part of the Yellowknife Transit System, and it sees significant traffic daily.

Overlay Program - Old Airport Road

Public Works has resurfaced sections of Yellowknife's major roadways (Franklin Avenue, Old Airport Road, Kam Lake Road) by applying a layer of asphalt over the existing road surface where rutting and potholes have occurred. Overlays are an effective resurfacing method that works well in areas that have no differential settlement, and are substantially less costly than the typical road construction method of completely removing the roadway infrastructure (surface, roadbed, sidewalks) before

rebuilding the roadway. Using the overlay method will allow large sections of poor asphalt to be fixed in a single season.

Overlay Program - 52nd Street, 51st Street

Public Works will continue the overlay method of road construction by applying it to downtown streets that have no movement problems, but where concrete sidewalks are severely deteriorated. Prime examples of this are sections of 52nd and 51st streets, between 51st Avenue and 52nd Avenue. Instead of completely removing all asphalt and concrete materials, only the dilapidated structures, such as sidewalks, will be removed while the asphalt roadway is left intact. New concrete appurtenances will then be installed and an overlay of asphalt will be applied to resurface the road.

This method will save time and money by not completely removing the road surface and roadbed. It will also save on materials by not importing new aggregate to rebuild the road base, which is in relatively good condition.

Street	Year	Paving Estimate
Franklin Ave (41st Street to Wiley Road)	2016	\$2,000,000
Etthen Drive, Taltheilei Drive (Kam Lake Industrial Park)	2016	\$500,000
Cameron Rd. (Kam Lake Industrial Park)	2016	\$350,000
Kam Lake Road (Finlayson Drive to Deh Cho Boulevard)	2017	\$1,750,000
Highway #4 Improvements	2017	\$650,000
Otto Drive (Hearne Hill Park to Morrison Drive)	2018	\$700,000
Northlands	2018	\$1,300,000
Old Airport Road Overlay	2018	\$1,500,000
52nd Street (overlay from 52nd Avenue to 51st Avenue)	2018	\$575,000
TOTAL		\$9,325,000

Impacts

Social

This project focuses on providing Yellowknife neighbourhoods with quality pedestrian sidewalks, multi-use paths, and driving surfaces.

Economic

This project is a strategic investment in Yellowknife's road and storm water infrastructure. It is a proactive approach to address the infrastructure deficit that was identified in an infrastructure needs assessment. Continuous improvement is vital to ensuring the provision of essential services to residents.

Environmental

Replacing failing road and storm water infrastructure removes standing water from City streets which can accumulate and cause operational and resident concerns.

Operational

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

This project will have minimal impact on other City departments as there are no landscaping requirements in the upcoming three-year plan.

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

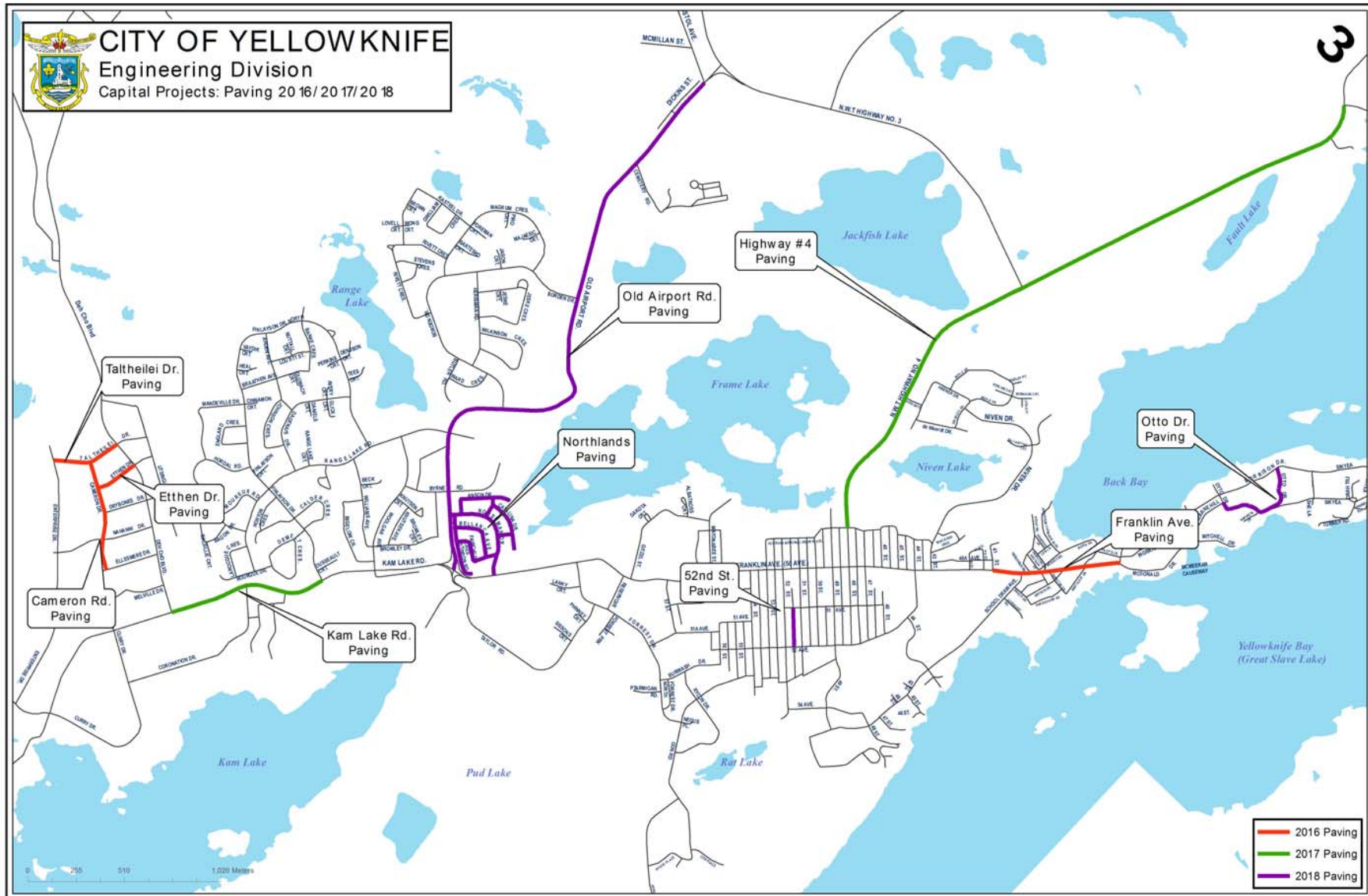


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CAPITAL FUND - 2016 Capital Projects



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Solid Waste
 Management
 Project New Landfill Cell Construction

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	3,500,000			3,500,000
Total:				
Formula Funding	1,727,000			1,727,000
Gas Tax Rebate	1,773,000			1,773,000

Purpose

To construct a new solid waste landfill cell for the disposal of residential municipal waste.

Background

The City of Yellowknife has ceased major landfill operations in what is known as the “old landfill site”. It currently accepts some construction waste that is completing the final stage of landfilling prior to close out procedures. This construction waste is unable to be baled and is the best use of material.

Due to new regulatory requirements a new second-generation landfill cell (Cell A) was built in 2011, in the quarry adjacent to the old landfill site as the next site for City landfilling operations. The cell includes a leachate collection and containment system consisting of a liner system overlaid with collection pipes, which direct liquids to a sump pit located in a utility manhole. The City’s water licence requires that Cell B include groundwater monitoring wells to be established upstream and downstream of the site to ensure the integrity of the liners in the cells. These wells will be installed as part of this project.

The design and construction of Cell A took close to two years to complete due to the unique problems involved with building and using a landfill cell in an active quarry.

The location and design of the next cell (Cell B) will also pose unique

engineering problems which will require careful consideration during the design and construction process, including how Cell B will connect with the existing Cell A. Discussions will take place with the quarry lessee in order to determine a suitable location for the cell that will allow quarry operations to continue. It is anticipated that the life of Cell B will be seven years. Land restrictions and the location of historic and existing landfill operations, makes this the most economical method of solid waste management for Yellowknife at this time.

The City of Yellowknife is attempting to maximize as much diversion from landfilling solid waste as possible through programs such as increased recycling and composting initiatives. This will enable the City to extend the useful life of these cells as long as physically possible.

Impacts

Social

This project provides the residents of Yellowknife with a safe and controlled means of waste disposal as well as recycling and composting initiatives.

Economic

This project is a necessary investment in the City’s solid waste management operations and provides an essential area for the landfilling of municipal solid waste.

Environmental

(cont’d ...)

The design and installation of a second-generation landfill ensures the capture and management of solid waste leachate. The City also employs a baling method of waste compaction, this allows operations to maximize the amount of material that can be placed in the landfill cells by eliminating and voids that could occur with historical methods of waste disposal.

Operational

An accounting liability line item will need to be added to the Solid Waste Fund budget similar to the other two areas of the landfill, the old landfill area and Cell A. This is to ensure funding is in place for close out procedures, and will be an added cost to the fund which will require an increase in revenues to accommodate the increase.

The overall impact on operations and other City departments will be minimal as Cell A will be closed and the new Cell B will be in use.



CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Solid Waste Management
 Project Centralized Composting Program

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	750,000	700,000	150,000	1,600,000
Total:				
Formula Funding	640,000		150,000	790,000
MACA Capital Grant	110,000			110,000
Gas Tax Rebate		700,000		700,000

Purpose

To continue the phased approach of implementing a city-wide centralized composting program.

Background

In July 2007, Gartner Lee conducted a waste audit at the Solid Waste Facility. The Waste Composition Study showed that 2,100 tonnes of food waste were disposed of by the residential and commercial sectors in 2006, accounting for 26% of the total waste stream. The study recommended a significant diversion of food waste from the various sectors, which would require the development of a centralized organic waste processing facility.

Between 2009 and 2012, the City of Yellowknife carried out a Centralized Composting Pilot Project to learn about the composting process and evaluate the feasibility of expanding composting efforts to involve a greater number of participants and sectors of the community. The project focused on the commercial and institutional sectors in order to gain the most organic material from the smallest number of participants. During the pilot project the City, in partnership with Ecology North, was able to evaluate windrow composting from the initial collection of organics to the end result of finished compost.

In 2013, the City began working on the design, construction costs, water board regulatory approval, and program logistics for expansion into a citywide composting program. City Staff in conjunction with Ecology North and pilot project participants devised a multi-year, phased approach for city wide implementation. It was determined that this would be the most cost effective way of implementation because it spreads costs out over several budget seasons while minimizing resident frustration by concentrating on specific neighborhoods each year. It also allows time for consultation and engagement on how to incorporate large multi-family dwellings and “Industrial, Commercial and Institutional” (ICI) into the program.

Triple Bottom Line

Social

This project provides the residents and businesses of Yellowknife to participate in a city-wide initiative that will contribute to extending the useful life of the City’s landfill cells. It will also produce a compost material that will be available for gardening or landscaping activities and helps us to move toward a more sustainable society.

Economic

Compost is a diversion tactic that will remove organics from the City’s waste stream. The cost of landfilling waste has historically been estimated at \$150/cu.m. The City believes that this has dramatically increased with



CAPITAL FUND - 2016 Capital Projects

The table below outlines the overall anticipated costs and phases of the project:

2014 Expenditures	\$1,521,000	Retention pond and pad construction, city wide black bins, and Range Lake green bins.
2015 Expenditures	\$500,000	Pad extension and Niven/Old Town green bins.
2016 Budget	\$750,000	Pad extension and Frame Lake green bins.
2017 Budget	\$700,000	Pad extension and Downtown green bins.
2018 Budget	\$150,000	Multi-family residential and ICI sector collection.
Total Project Costs	\$3,621,000	

the necessary construction of new landfill cells, and will be completing a desktop study internally to update this per cubic meter cost. This project will also produce a finished material used to fertilize gardens and landscaping.

Environmental

Every cubic meter of material that can be diverted from the landfill will save money, extend the life of the landfill cells, reduce greenhouse gas emissions associated with the production of methane from the breakdown of organic matter, and will reduce the attractiveness of the landfill to birds and other wildlife.

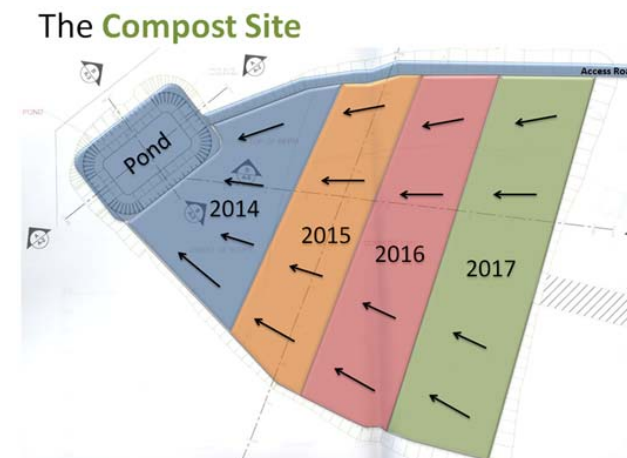
Operational Impacts

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

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

composting will balance with less time required for baling waste.

There are indications that additional technical expertise may be required for the long-term care of the facility should there be less involvement from Ecology North. This is currently being evaluated by City staff in conjunction with Ecology North.



Planned phasing of the project.

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Solid Waste
 Management
 Project Baling Facility Roof Repairs

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	100,000			100,000
CEP Contribution	50,000			
New Funding	50,000			
Total:				
Formula Funding	100,000			100,000
Grants				

Purpose

To complete Baling Facility roof repairs that currently is leaking and losing heat.

Background

The Baling Facility is the key piece of infrastructure at the Solid Waste Facility. It houses the baler, as well as the site's mobile equipment during winter months. Residential garbage and recyclables are baled here year-round.

The Baling Facility was built in 1992 and, over the past 21 years, birds have had a considerable impact on the building, particularly on the ceiling insulation and the exterior of the roof. The birds have pecked at the interior insulation to the point that insulation is completely missing in numerous locations, resulting in high heat loss. The acidic nature of bird feces has compromised the roofing material, causing multiple indoor leaks that constitute a slip-and-fall safety risk for the staff.

In general, the life cycle of any facility is estimated at 50 years. By 2016, the Baling Facility will have reached the half-life of the building. Investing in the roof, along with other parts of the infrastructure, will ensure that the life cycle is fully achieved and even extended beyond what is anticipated. It will also help reduce the operation costs associated with the facility.

Impacts

Social

This project will provide City staff and contractors with a better working environment inside the Baling Facility.

Economic

Repairing and insulating the roof structure will lower operating costs in the area of fuel and energy consumption.

Environmental

Reducing fuel consumption will lower operational cost and reduce environmental impacts associated with fuel use.

Operational

These repairs should reduce fuel requirements under operational costs for the Solid Waste Facility.





Photo: Photo of the Bailing Facility and Gatehouse at the Solid Waste Facility.

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
 Project Water Treatment Plant

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	150,000			150,000
Total:				
Water & Sewer User Fees	150,000			150,000
Grants				

Purpose

To complete the final phase and commissioning process of the newly constructed Water Treatment Plant.

Background

The City obtains its potable water from the Yellowknife River. Pump House #2, located at the Yellowknife River, delivers water to Pump House #1 via an eight-kilometre submarine pipeline in Yellowknife Bay. Pump House #1, located at the end of 48th Street toward Yellowknife Bay, is the water treatment/distribution and computer monitoring/control centre for the City.

In 2009, the Government of the Northwest Territories adopted the Canada Drinking Water Guidelines as legislation, thus requiring the City of Yellowknife to comply with the new guidelines. The new guidelines state the following: waterworks systems that use a surface water source or a groundwater source under the direct influence of surface water should filter the source to meet the turbidity limits.

Since the City obtains its water from the Yellowknife River, a surface water source, there is always a potential for high turbidity events such as what occurred during the summer of 2004 as well as 2015. A boil-water advisory was issued during both these events because the high level of silt in the Yellowknife River exceeded the guidelines. Due to these circumstances and the adopted legislation, the City of Yellowknife was ordered to begin the process of building a water treatment plant that addresses these drinking water parameters.

Impacts

Social

The Water Treatment Plant ensures that the City of Yellowknife provides residents with a safe and high quality potable drinking water that adheres to the *Public Health Act* and Canadian Drinking Water Guidelines.

Economic

This project showed investment in the City's potable water infrastructure and continued well-being of residents.

Environmental

The Water Treatment Plant facility and processes were designed with environmental sustainability taken into consideration. Specifically on waste residuals handling, energy efficient design and equipment specifications.

Operational

It is estimated that the Water Treatment Plant will consume 333,000 litres of fuel and 2,041,000 kWh of electricity per year. The net operating costs for the new facility will be \$500,000 annually; this includes the reduction of staff and other fuel and power reductions at Pump House #1. Since this is the final phase of the project, all operational costs and impacts were accounted for in previous year's budgets. Since this is the final phase of the project, all operational costs and impacts were accounted for in previous year's budgets.





Photo: Outside, front view of the Water Treatment Plant.



Photo: View of water supply pumps on the main floor, with beige filtration racks in the background.

CAPITAL FUND - 2016 Capital Projects

Department/Division **Public Works & Engineering / Water and Sewer**
Project **Potable Water Submarine Pipe Inspection**

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	30,000		30,000	60,000
Total:				
Water & Sewer User Fees	30,000		30,000	60,000
Grants				

Purpose

To complete a submarine pipeline inspection by qualified divers/inspectors necessary to ensure the operation of the City’s potable water system.

Background

The City obtains all of its potable water from the Yellowknife River. Pump House #2, located at the Yellowknife River just upstream of the bridge, delivers water via a 400-mm welded steel underwater pipeline, over 8km in length to Pump House #1 and then pumped to the new water treatment plant which is the water distribution centre for the City.

The existing submarine pipeline was installed in 1968, and is now 47 years old. It was constructed using internally and externally coated steel pipe. The pipe sections were field butt-welded and the welds were externally covered with heat shrink sleeves. It was installed due to the presence of mining operations in and around Yellowknife. The pipeline allows potable water to be drawn from Yellowknife River which is upstream of all historical mining operations, thus avoiding potential contamination at that time.

In 1993, a study on the conditions of the pipeline commissioned by the City concluded that the internal weld surfaces of the pipeline had corroded and there was a reduction in the wall thickness of the weld material.

Impacts

Social

This project helps to ensure the safe and secure provision of potable drinking water to Yellowknife residents by inspection and evaluation of the pipe infrastructure.

Economic

The project allows staff to evaluate the structural integrity of the pipeline which is an essential part of an investment in the City’s water infrastructure.

Environmental

This project has minimal environmental impacts.

Operational

This project has minimal operational impacts as the inspection is contracted out to qualified personnel.

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CAPITAL FUND - 2016 Capital Projects

Department Public Works & Engineering
Division Water & Sewer
Project Water and Sewer Service Repairs

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	250,000			250,000
Total:				
Water & Sewer User Fees	250,000			250,000

Purpose

To increase the amount of water and sewer service repairs that can be carried out annually.

Background

During the 2016 Budget Deliberations, City Council allocated additional funding to complete more repairs on water and sewer services that may have bleeders, or that are in need of replacement.

Triple Bottom Line

Social

This additional funding will enable Public Works to complete additional repairs to services that would have to wait until more funding was available in following budget cycles. Residences that have a service repair on a waiting list may have their service replaced sooner than expected.

Economic

It will allow the department to eliminate service repairs that are overdue.

Environmental

This will allow the department to address additional bleeders that may be active for freeze protection purposes.

Operational Impacts

This project will have minimal impact on other City departments.

CAPITAL FUND - 2016 Capital Projects

Department/Division Public Works & Engineering / Water & Sewer
Project Water and Sewer Infrastructure Replacement

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost	3,500,000	3,550,000	3,500,000	10,550,000
W&S Paving	1,200,000	1,450,000	-	2,650,000
W&S	2,300,000	2,100,000	3,500,000	7,900,000
Total:				
Gas Tax Rebate	3,500,000	3,550,000	3,500,000	10,550,000
Grants				

Purpose

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

Background

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

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

Currently included in annual Water & Sewer Infrastructure Replacement is the following:

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

2016 Water and Sewer Projects

Con Road (Rycon Drive to 54th Street)

This is an older section of CMP that is scheduled to be replaced. The Rycon Drive loop was replaced in 2004. The remaining CMP in this section of Con Road should be replaced simultaneously with the planned redevelopment of the Shaganappy/Ptarmigan area in order to provide local residents with a high quality finished product.

Horton Crescent Paving (from 2015 W&S replacement)

This street was excavated and replacement of water and sewer infrastructure occurred in 2015. It is scheduled to be resurfaced with asphalt and concrete in 2016.



Forrest Drive Paving (from 2015 CMP replacement)

This street was excavated and replacement of water and sewer infrastructure occurred in 2015. It is scheduled to be resurfaced with asphalt and concrete in 2016.

2017 Water and Sewer Replacement Projects

Williams Avenue

This is one of the last streets to have sewer mains upgraded from CMP to ductile iron. The remaining section runs from Range Lake Road to approximately 70 meters past Bigelow Crescent and services a number of multi-family units. Replacement of asphalt and concrete for this area will be done immediately following the water and sewer replacement.

Con Road Paving (from 2016 CMP replacement)

This street was excavated in preparation for the 2016 CMP replacement program. It is scheduled to be resurfaced with asphalt and concrete in 2017.

2018 Water and Sewer Replacement Projects

Dagenais Drive

There is significant differential settlement on this street which indicates problems with underground infrastructure. The surface conditions are worse each season, which also means that the underground infrastructure is being stressed and could be reaching the point of failure.

Tentative 3-Year Water and Sewer Replacement Plan

Street	Replacement	W&S Estimate	Paving Estimate	Total Estimate
Forrest Drive	2015/2016		\$500,000	\$500,000
Horton Crescent	2015/2016		\$700,000	\$700,000
Con Road	2016/2017	\$2,300,000	\$700,000	\$3,000,000
Williams Avenue	2017	\$2,100,000	\$750,000	\$2,850,000
Dagenais Drive	2018/2019	\$3,500,000		\$3,500,000
TOTAL		\$7,900,000	\$2,650,000	\$10,550,000

These priorities are subject to change from year to year, depending on failures and deteriorating pipe conditions. The section which has the highest probability of failure based on inspections will therefore be placed higher in the priority queue. This is reviewed and evaluated on an annual basis.

Triple Bottom Line

Social

This project provides safe and reliable water and sewer infrastructure necessary for quality of life of our residents.

Economic

This project is a strategic investment in Yellowknife's water and sewer infrastructure. It is a proactive approach to address the infrastructure deficit that was identified in an infrastructure needs assessment. Continuous improvement is vital to ensuring the provision of essential services to residents.

Environmental

This project replaces old and potentially failing infrastructure in Yellowknife neighbourhoods with new and reliable assets. This removes the possibility of ground and property contamination due to main breaks or blockages.

Operational Impacts

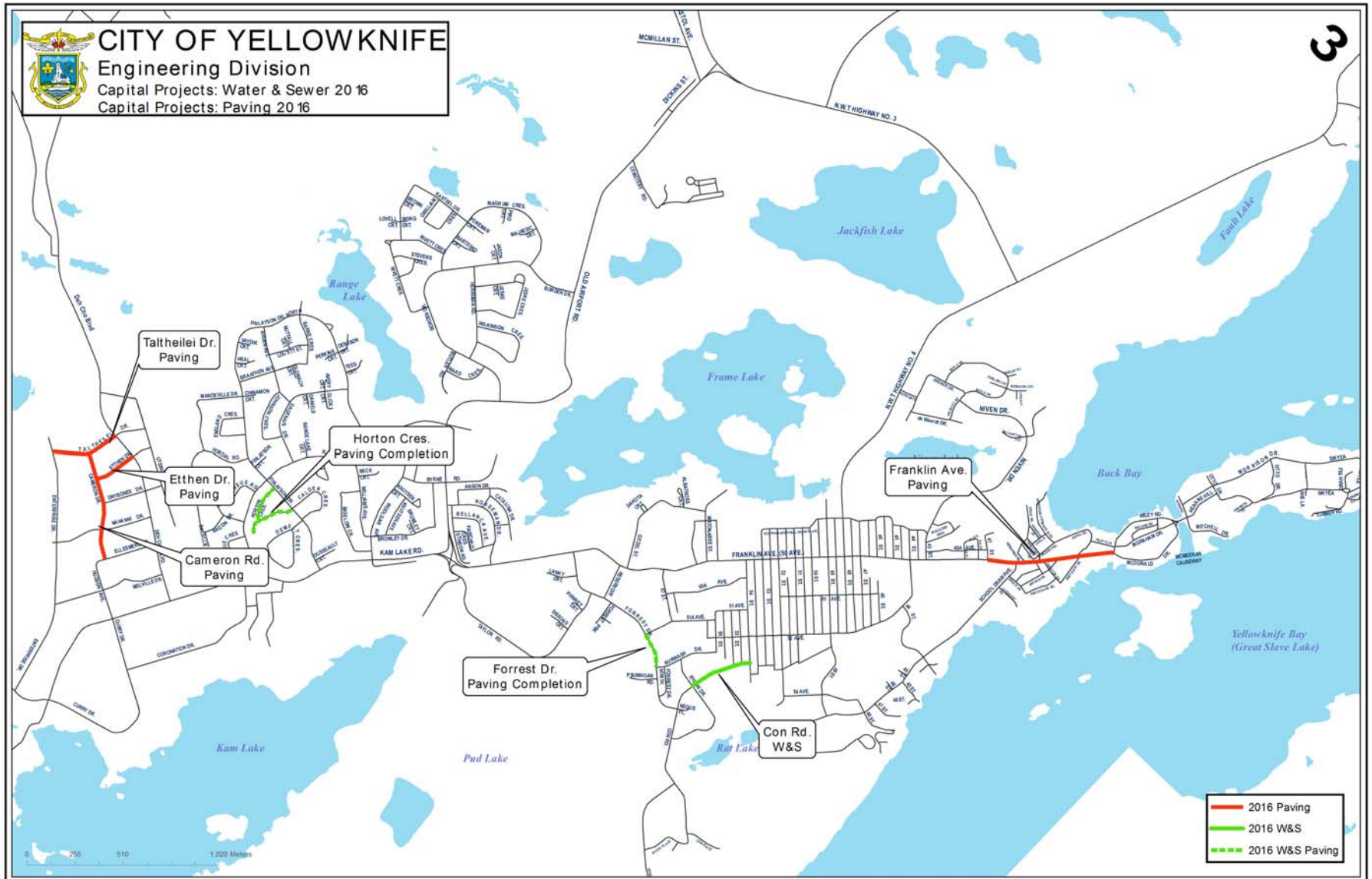
Aging infrastructure has an operational cost somewhere between 2-4% of replacement costs. By replacing this infrastructure, it allows the department to focus operational and maintenance activities on other areas of the water and sewer systems.

This project will have minimal impact on other City departments.

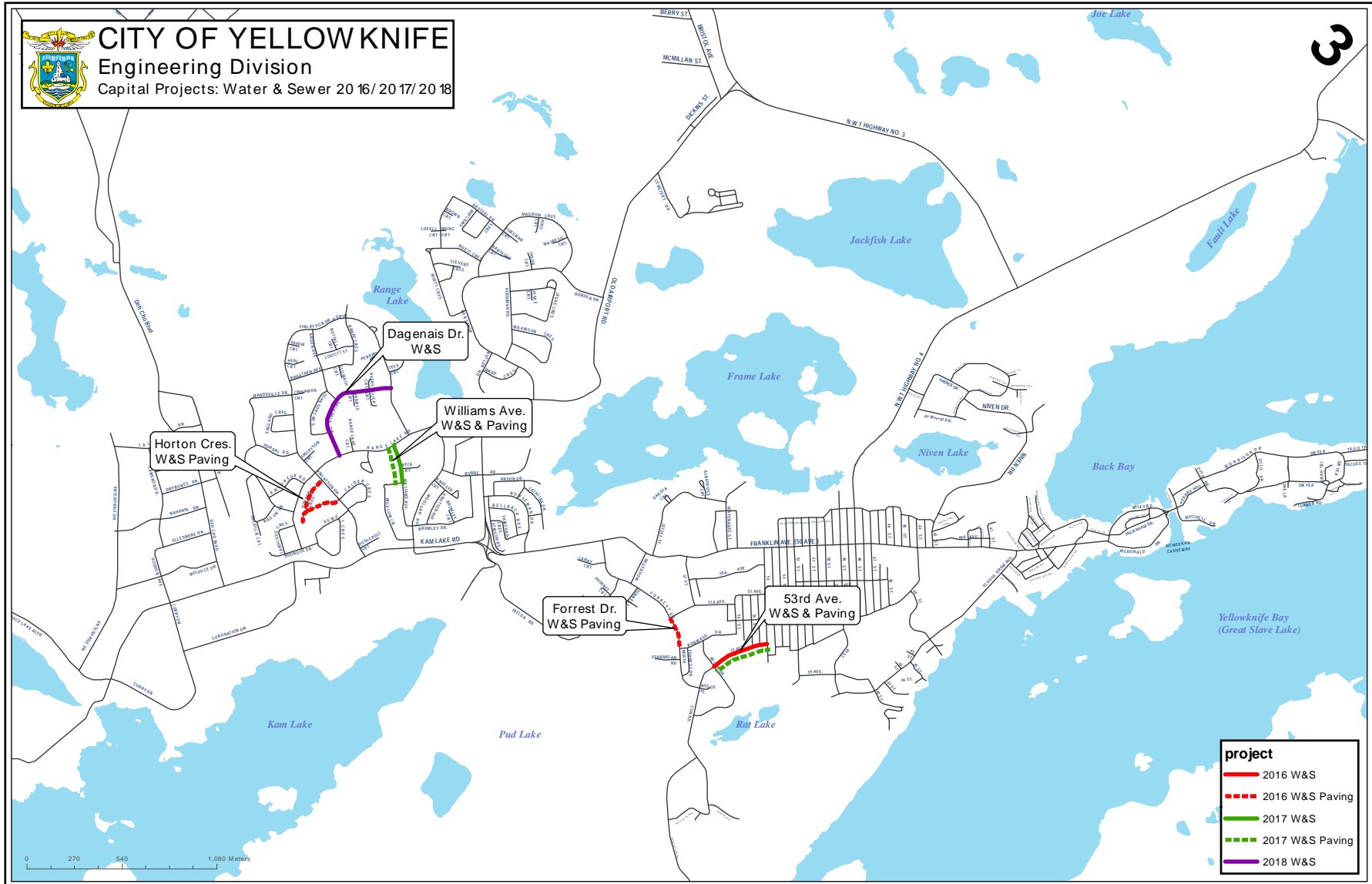


Photo: Failed CMP sewer main showing no bottom left in the pipe.

CAPITAL FUND - 2016 Capital Projects



CAPITAL FUND - 2016 Capital Projects



CAPITAL FUND - 2017 Capital Projects

		2017	
		Budget	IT
		Recommended	Reserve
		(\$000s)	(\$000s)
General Government	Page		
Information Technology			
Network Upgrades	145	25	25
GIS Enhancements	148	40	40
Server and Storage Replacements	150	50	50
Communication Infrastructure Renewal	152	25	25
Security Cameras	154	20	20
Secondary Site & Data Replication	156	20	20
Website/ Service Enhancements	158	15	15
Virtualization	169	25	25
Door Access Controls	160	20	20
Multi-function Devices and Printers	162	50	50
Subtotal		290	290

CAPITAL FUND - 2017 Capital Projects

		2017			MACA
		Budget	Formula		Capital
		Recommended	Funding	Grants	Grant
		(\$000s)	(\$000s)	(\$000s)	(\$000s)
Community Services	Page				
Arenas					
Multiplex Multi-use Flooring	243	50	50		
Parks/Trails					
Yellowknife Rotary Park -Trail Extension	183	20	10		10
Lakeview Cemetery Expansion	244	340			340
Moyle Park - Multi-use Sport Pad	246	30	30		
Surfacing of Niven Lake Trail	248	210	210		
Tennis Courts - Resurfacing	249	100			100
Pool					
Re-siding of Exterior Walls	251	230	150	80	
Subtotal		980	450	80	450



CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
Project: Multiplex – Multi-Use Flooring

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		50,000		50,000
O&M				
Other O&M Expenses				
Total:				
Formula Funding		50,000		50,000
Grants				

Purpose

To purchase a Terracover floor covering for converting the Shorty Brown Arena from an ice surface to one which will allow for non-ice activities.

Background

In 2010 the City received a grant to purchase an ice cover for the Ed Jeske Arena in the Multiplex. This multi-use cover (Terracover) allows the City the flexibility to cover and protect the ice surface while making it possible for non-ice activities (bingos, tradeshow, concerts etc.) to take place. Currently, only the Ed Jeske Arena has a full ice cover, with corners that are custom made to fit that rink only. If the City were to purchase another set of corners, specifically designed for the Shorty Brown rink, the same cover could be used in both the Ed Jeske Arena and the smaller Shorty Brown Arena, thereby opening the use of the smaller rink to non-ice events as well. The City, therefore, proposes the purchase of Terracover corners custom-fitted to the Shorty Brown Arena.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function and service.

Triple Bottom Line

Social

By creating a more diverse facility, the City will give residents more access to public programs, services and spaces.

Economic

By managing our assets properly we will be able to maximize use of the facility, which should result in increased revenue.

Environmental

This project will allow the Department to maintain and enhance services and programs to the community.

Operational Impact

There will be no operational impact.

CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
Project Lakeview Cemetery Expansion

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		340,000		340,000
O&M Expenses				
Total:				
MACA Capital Grant		340,000		340,000
Grants				

Purpose

To expand the Lakeview Cemetery to meet the interment needs of the community.

Background

Lakeview Cemetery has been in use since the late 1940s. There are approximately 15 to 20 interments annually, a number which has been steadily increasing over the past few years. The active area of the cemetery covers an area of 17,500 square meters which, until recently, has been adequate for interments, including cremations and regular casket burials. In 2009, the area was expanded to the west, requiring the removal of trees and addition of topsoil. This expansion used up the last of the easily accessible land, and it is now necessary to undertake further development of the cemetery to ensure it continues to meet the needs of the community.

In 2015 a Lakeview Cemetery Expansion study was completed by Hilton Landmarks Inc. The study recommended that the City expand the cemetery in two phases as illustrated below. In 2017 the first phase of expansion will occur in Area 1 (see map below). This will cover an area of 2.3 acres and allow for 1725+ casket lots. Area 1 will provide up to 75+ years of casket burials for the community. Expansion into Area 1 will cost \$340,000. Area 2 will cover 2.11 acres developable land but at a cost of \$1,317,165 and will provide for 1,660

in-ground burials.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function and service.

Triple Bottom Line

Social

The cemetery is a place of respect and reflection for the residents of Yellowknife and, as such, it should be kept in a condition that is appropriate for its use.

Economic

The management of public and corporate assets is optimized and based on continuous improvement.

Environmental

To maintain, respect, preserve and enhance the current facility.

Operating Cost Impact

There will be an impact on O&M, as the area will need to be maintained as a Class A park after its completion. The anticipated expansion is 2.3 acres, with an annual O&M budget of approximately \$12,000 comprised of \$5,000 for labor and \$7,000 for materials.





CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
Project Moyle Park – Multi-Use Sport Pad

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		30,000		30,000
O&M Expenses				
Total:		30,000		30,000
Formula Funding		30,000		30,000
Grants				

Purpose

To create a multi-purpose asphalt pad which would allow for use as a basketball court in the summer months and convert to an ice rink in the winter.

Background

Through public consultation with the neighbours, the playgrounds were designed for 5 to 12 year-olds. The neighbours have since indicated that there are older children in the area who are not challenged by the play apparatus and have requested an area to play basketball and hockey. A multi-purpose asphalt pad would encourage the use of the park in all seasons, by a greater number of children.

This project will enhance the ability of the park to accommodate various age groups in all seasons and provide recreational opportunities for the older users. It will increase the opportunities for youth to be active and maintain a healthy life style.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

Yellowknife has a natural and built system that contributes to physical, social, and mental well-being of its residents.

Economic

The management of public and corporate assets is optimized and based on continuous improvement.

Environmental

By managing our assets properly we will be able to optimize the use and longevity of the park.

Operational

There will be no operational impact.





CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services / Facilities Division
Project: Surfacing of Niven Lake Trail

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		210,000		210,000
O&M Expenses				
Total:				
Formula Funding		210,000		210,000
Grants				

Purpose

Project Description

Niven Lake Trail is approximately two kilometres in length and 2,764 square metres in area. Since the trail was created, the nearby subdivision has expanded, leading to a dramatic increase in trail use. It is proposed to widen the trail from three to four metres and asphalt it, thus making it more adaptable and safer for multi-use. Widening the trail to four metres would allow for the option of bicycle lanes. The cost to widen and pave the trail is \$210,000 (\$105 per square meter x 2,000 metres). This cost covers preparing the trail for asphalt and the asphalt itself.

Niven Lake Trail is now the City's second main commuter trail, and is used extensively by walkers, runners, and cyclists from the Niven Lake subdivision. Over the years the demand on the trail has increased along with the size of the surrounding community. In 2004 there were 71 residential units in the Niven area while, today, there are over 400 units.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

Yellowknife has a natural and built environment that contributes to the physical, mental, and social well being of all of its residents.

Economic

Yellowknife's high quality of life and attractive physical environment makes it a desirable place to live, work and invest.

Environmental

The City strives to maintain high quality trails which will remain accessible for all.

Operational Impact

There will be no additional costs for maintenance, as the trail falls within the Facilities Division's normal operations budget.



CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Tennis Courts - Resurfacing

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		100,000		100,000
O&M Expenses				
Total:				
MACA Capital Grant Grants		100,000		100,000

Purpose

To protect the integrity of the game of tennis and to ensure longevity of our assets it is proposed to re-surface the City’s eight tennis courts.

Background

The City has tennis courts at three locations in Yellowknife: Niven Beach (three courts), Somba K’e Park (three courts), and the City reservoir (two courts), all of which are heavily used by the Yellowknife Tennis Club and drop-in users. Over the past few years, the protective rubber surface on these courts has started to peel away through a combination of use and age.

It is proposed that the City use a 100% acrylic tennis court surface for this project. This material is formulated to resist fading and will withstand a variety of weather conditions, from ice and snow to intense heat and ultraviolet light.

The tennis courts are among the City’s most popular recreational facilities over the summer months, so it is important to use good quality, durable products.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

Yellowknife has a natural and built system that contributes to physical, social, and mental well-being of its residents.

Economic

The management of public and corporate assets are optimized and based on continuous improvement.

Environmental

By managing our assets properly we will be able to optimize the use and longevity of the park.

Operational

There will be no operational impact.

(cont’d ...)



CAPITAL FUND - 2017 Capital Projects

Department/Division Community Services / Program Division
 Project Ruth Inch Memorial Pool – Re-Siding of Exterior Walls

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		230,000		230,000
O&M Expenses				
Total:		230,000		230,000
Formula Funding		150,000		150,000
Sport Grant		80,000		80,000

Purpose

To re-side the exterior of the Ruth Inch Memorial Pool to ensure that the life cycle of the Pool will be met or exceeded.

Background

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

A life cycle facility analysis of the Pool was conducted by Williams' Engineering identified many issues that needed to be addressed to ensure the building will meet or exceed its life expectancy. The study found that the exterior finish is showing signs of deterioration due to the combination of extreme weather outside the building and high humidity inside. If the problem with the outer walls is not dealt with soon, moisture will penetrate the walls, leading to deterioration of materials, and allowing mold and mildew to develop.

Operating Cost Impact

No O&M funds have been directed specifically to the exterior of the building. \$85,000 annual is budgeted for Building Maintenance. The

majority of the O&M building maintenance is for the interior of the building with the remaining used to cover graffiti on the exterior walls and to replace doors and windows.

Triple Bottom Line

Social

This project will provide a safe and comfortable environment for those who wish to participate in the City's programs and other recreational opportunities.

Economic

This project implements the City's asset management plan, ensuring that the Ruth Inch Memorial Pool can provide programs and services to the citizens of Yellowknife for many years to come.

Environment

By maintaining the integrity of this building, the City will reduce energy loss and its impact on the environment.

Operational Impact

None

(cont'd ...)



CAPITAL FUND - 2017 Capital Projects

		2017	
		Budget	Formula
		Recommended	Funding
		(\$000s)	(\$000s)
Public Safety	Page		
Directorate			
Wildland Fire Mitigation -Emergency Measures	188	125	125
Municipal Enforcement			
Radar Equipment Replacement	191	5	5
		130	130
Fire & Ambulance			
Fire Safety House	257	100	100
Fire Extinguisher Trainer	254	12	12
Emergency Medical Services Training Manikin	255	115	115
Propane Fueled Fire Trainer	256	90	90
		317	317
Subtotal		447	447

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Fire Extinguisher Trainer

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		12,000		12,000
O&M				
FTE				
Other O&M Expenses				
Total:		12,000		12,000
Formula Funding		12,000		12,000
Grants				

Purpose

To purchase a training device that teaches individuals the basic use of fire extinguishers.

Background

This training equipment would enable firefighters to give fire extinguisher training to other city employees and the general public without the use of hydro-carbon fuels. This equipment makes fire extinguisher training safer and more environmentally friendly. By using this type of trainer, it eliminates the time consuming cleanup and expense associated with using an actual extinguisher which will allow the YKFD to train more people in less time, an increase in efficiency.

Triple Bottom Line

Social

The extinguisher trainer will allow for safe training in the use of the cheapest and most effective fire prevention apparatus typically found in our homes and vehicles.

Economic

The extinguisher trainer is an excellent investment in our community, not

only for YKFD staff, but City staff in any facility and for the general public during YKFD open houses or other events. Fire prevention and promotion of safe practices prevent the loss of life and property.

Environmental

This type of training apparatus allows training without the use of actual fire extinguishers, saving the environment by not over-using any product and keeping chemicals out of our eco-system.

Operational Impacts

The impact on operations both inside and outside of the YKFD (other City Departments) will be minimal.



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Emergency Medical Services (EMS) Training Manikin

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		115,000		115,000
O&M Expenses				
Total:		115,000		115,000
Formula Funding		115,000		115,000
Grants				

Purpose

To purchase a real-life training manikin that will help the Yellowknife Fire Division (YKFD) staff to continue to train and enhance their skill-sets.

Background

The City of Yellowknife responds to approximately 3,500 emergency calls for service annually, and more than 2,800 of those calls are for pre-hospital care (medivac, ambulance). Of all the statistics kept by the Yellowknife Fire Division, pre-hospital calls have increased every year for the past 10 years.

To ensure that YKFD staff review every possible pre-hospital scenario, training and re-certification of EMS protocols are very important. This state-of-the-art training manikin will improve our EMS delivery to the general public. It simulates working with a real patient, giving our emergency responders a chance to train and refresh their skills based on actual medical situations.

The manikin simulates all medical problems and speaks to the emergency responders describing what the patient is feeling to coincide with how the patient presents those symptoms, allowing for a better training event. In emergency services, those organizations that use new technology to train are the same organizations that are recognized for providing excellent customer service, something the City strives continuously to attain.

Triple Bottom Line

Social

The training manikin will ensure that we continue to have a safe city through the training and recertification of medical skills at the YKFD so that we can respond appropriately when a resident requires an ambulance.

Economic

The manikin is an investment in infrastructure, with the amount of money spent on equipment and training, a simulator or manikin for training towards real life scenarios will allow YKFD staff to continuously improve on their EMS skills.

Environmental

There may be some environmental benefits to obtaining a training manikin, but they cannot be determined at this time.

Operational Impacts

There should be minimal operational impacts associated with the purchase of a training manikin, aside from software or other computer updates that may be required in the future. The ability to obtain training reports from the manikin will also allow the YKFD to share those results with our contracted medical director to further enhance service to our residents.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
Project Propane-Fueled Fire Trainer

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		90,000		90,000
O&M Expenses				
Total:		90,000		90,000
Formula Funding		90,000		90,000
Grants				

Purpose

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

Background

These live fire trainers are designed to provide flexibility for emergency service providers and their training strategies. They are usually lightweight and can function as a stand-alone system or within a prop like a car, propane tank, pallet or within a dumpster. This provides different training scenarios in accordance with NFPA 1001 which is a job requirement for any fire fighter.

Fire trainers may also have an auxiliary burner connection within some of the props to allow for additional training and, to extend the life of the equipment, props are water cooled using water from the YKFD connection.

Triple Bottom Line

Social

The live fire trainer properly trained staff that can deal with a variety of fire scenarios, allowing for quick deployment in the event of an actual emergency and possibly saving more of the structure.

Economic

The fire trainer is an investment in the training of the City's staff and ensures their skills are kept up to date. This infrastructure investment is particularly important, given that the City only has 24 full-time firefighters and minimal assistance in close proximity.

Environmental

Being proactive with fire training could prevent further dollar loss to the community by limiting large fires within homes or larger buildings and allowing staff to be able to action those fire scenes more effectively.

Operational Impacts

The impact on operations outside of the Fire and Ambulance Division will be minimal. Additional propane will be required and there may be a future need for operational funding for repairs. The Division's budget should be able to accommodate this.



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Fire Safety House

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		100,000		100,000
O&M Expenses			1,000	
Total:				100,000
Formula Funding		100,000		100,000
Grants				

Purpose

To allow for the purchase and use of a fire safety house to enable the Yellowknife Fire Division to proactively educate youth about home fire prevention techniques.

Background

Today's prevention activities need to be more creative to capture the attention of young audiences, and fire safety house projects have proven to be an effective way to teach our youth about fire safety. There are numerous emergency agencies in southern Canada utilizing trailers to further educate youth, by showing real examples of emergency situations within one trailer unit.

The ability to mobilize our community education and prevent program with a fire safety house trailer is paramount in educating youth and residents at community events. A fire safety house can teach children what they should do in the case of fire within their home, if they see smoke or feel a warm door. At community events, the fire safety house can be set-up to instruct residents on smoke-detector safety, the importance of planning for a potential house fire with their family or many other proactive safety techniques.

Triple Bottom Line

Social

The fire safety house will ensure that we continue to have a safe city through the education of all residents in proactive advice or direction in the event of a potential emergency within the home.

Economic

The fire safety house is a project that demonstrates the City's proactive encouragement of a creative community – educating our youth on fire safety directly at their school or community event and giving proactive solutions to residents in safety around their home.

Environmental

Being proactive with fire education saves lives and dollar loss to the community by preventing large fires within homes or larger buildings, putting less strain on essential services (personnel, water resources).

Operational Impacts

The provision of proactive education in our community should allow for less impact on our emergency personnel in the longer-term in dealing with actual emergency situations. Education in conjunction with better building practices and safety code adoption will ensure less loss of life from potential home fires.

CAPITAL FUND - 2017 Capital Projects

		2017		Downtown	
		Budget	Formula	Development	
		Recommended	Funding	Grants	Reserve
		(\$000s)	(\$000s)	(\$000s)	(\$000s)
Planning & Development	Page				
50 th Street Revitalization	259	2,100	1,100	500	500
Subtotal		2,100	1,100	500	500



CAPITAL FUND - 2017 Capital Projects

Department/Division Planning and Development
 Project 50th Street Revitalization (Streetscaping and
 50/50 Programmable Plaza)

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	2,100,000	1,400,000	750,000	4,250,000
O&M Expenses		10,000	30,000	40,000
Total:				
Formula Funding	1,100,000	1,400,000	750,000	3,250,000
Downtown Development Reserve	500,000			500,000
Grants (CanNor)	500,000			500,000

Purpose

To revitalize the “heart” of the City (Downtown 50th Street) with targeted investment which addresses 50th Street streetscape, the redevelopment of municipally acquired lots (i.e. 50/50 corner and vacant lots), and potential partnerships with the Centre Square Mall REITs and others.

Background

Realizing Council’s vision of revitalizing the Downtown requires a committed effort including coordinated capital investment. Over the past five years the City has made significant amenity improvements on Old Airport Road and the Old Town Waterfront with investments exceeding \$5 million. Despite identifying Downtown as a higher priority in Council’s Goals and Objectives, commensurate investment in the core has not occurred. This lack of municipal investment has implications on Downtown residential growth targets as revitalization is needed to attract private sector investment. From a residential growth perspective the 2011 General Plan targets 1/3 of future development toward the Downtown over a 10 year period, with the balance toward “greenfield” areas. Over the past 5 years less than 10% of this growth has taken place in the Downtown, while “greenfield” development continues to significantly exceed targets. Similarly only 12% of the required 30% of Land Development Fund revenues (\$3.2 million of \$25 million) has been invested in “revitalization

initiatives” over the past 5 years. The proposed project is only one component of a concerted effort needed to revive the Downtown.

The project has been a result of City’s ongoing efforts to revitalize the Downtown through land assembly and redevelopment. The focus is streetscaping 50th Street, developing a programmable commercial plaza, and providing future long-term opportunities for attracting an institutional revitalization anchor. A central component of the proposed initiative entails partnership opportunities with the Centre Square Mall REITs to encourage upgrades to their building including a new entranceways, façade upgrades, windows and retrofits for expanded commercial space. It is apparent this partnership component is going to take time and require demonstrated capital commitment from the City.

In year 1 (2017) the funds allocated could be either targeted to the streetscaping portion or the programmable plaza contingent upon Council direction.

Triple Bottom Line

The project aligns with a number of plans including the Smart Growth Development Plan, the General Plan, Economic Development Strategy, and the Tourism Development Strategy.

Social

Investment in the Downtown is required to improve quality of life, pride, and cultural identity. The initiative creates a safer and healthier neighbourhood for all residents by diversifying the land use mix and promoting active transportation. The project creates the opportunity for ongoing community partnerships and cooperation between business, non-governmental organizations and other levels of government. While the programmable plaza has a strong business focus it also provides an important public realm for all Yellowknife residents to enjoy. This private/public space balance in the heart of the City is vital to Yellowknife's character, identity, and cultural diversity. Without it the benefits of the social contract and broader public good are diminished along with the hope of improving the associated issues of homelessness and addictions.

Economic

Downtown investment is a "smart" allocation of capital as development in this area generates the highest tax revenues for the City while minimizing the infrastructure deficit. The proposed project revitalizes the core by encouraging business investment, tourism, and a "sense of place". The initiative provides the opportunity to address mall vacancies and adjacent underutilized properties and buildings, while providing opportunities for business incubation (i.e. food trucks, special events) and public space.

Numerous buildings in the area (on 50th and 51st Street) are in significant decline and the trend of vacancies projected five years ago continues, suggesting further redevelopment is imminent. If the broader objective of land assembly by the City, GNWT, and/or private sector continues, opportunities for institutional anchors (i.e. university, library, cultural centre) become increasingly more viable for the neighbourhood. The programmable plaza and streetscape project an optimistic future that supports this vision.

Environmental

A compact City with a mix of land uses increases active modes of transportation and reduces the number of motorized trips people take. A more pedestrian/bicycle friendly streetscape encourages active transportation. The programmable plaza would service the entire Downtown and provide a public recreation component that that future residential intensification requires.

Operational Impacts

General maintenance will be required for operations depending on the final design. Typical impacts include maintenance such as garbage pick-up, power costs, and landscaping. The latter could be reduced through irrigation and concurrent infrastructure improvements. It is envisioned that general maintenance expenses would eventually be offset through temporary and long-term lease arrangements with commercial operators (i.e. the mall), artists, vendors, and event rental space. Free events and gatherings will serve to increase the vitality of the area and incubate "start-ups", thereby encouraging the health and private sector stewardship of the Downtown.



CAPITAL FUND - 2017 Capital Projects

		2017	
		Budget	M.E.R.
		Recommended	Reserve
		(\$000s)	(\$000s)
Public Works & Engineering	Page		
Fleet Management	263		
1167-06 F250 4X4		65	65
1106-07 Polaris Snowmobile S07PT6HS		15	15
1115-07 Polaris Snowmobile S07PT6HS		15	15
1049-13 F-150 XLT		64	64
1125-04 F-150 pilot truck		36	36
1061-07 RAM 1500		37	37
1102-04 F-350 W/Service Body		43	43
2064-07 LT8500 Sterling Haul		164	164
1069-07 E-150		42	42
1160-05 60" Exmark Mower		15	15
2109-01 E-350 SD Ambulance		250	250
2120-98 Ford LT8513 Water Tanker		332	332
T014-97 Tandem Tilt Trailer		12	12
		1,090	1,090

		2017		
		Budget	Formula	Gas Tax
		Recommended	Funding	Rebate
		(\$000s)	(\$000s)	(\$000s)
	Page			
Community Energy Plan (CEP) Initiatives	206			
Energy Coordinator		100	100	
Heat Pipe from Ph#1 to WTP		150		150
Solar Panels		110		110
Community Outreach		20	20	
Interior LED Lighting		110		110
Air Source Heat Pumps		12		12
Centralized Boiler System		1,075	435	640
		1,577	555	1,022

CAPITAL FUND - 2017 Capital Projects

		2017				MACA
		Budget	Formula	M.E.R.	Gas Tax	Capital
		Recommended	Funding	Reserve	Rebate	Grant
		(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Engineering & Garage	Page					
Traffic Lights Communications & Video Detection Equipment	217	80	80			
Roads & Sidewalks						
Road Rehabilitation	220	2,400	-			2,400
Intersection Widening & New Traffic Light Installation	264	500	500			
		2,980	580	-	-	2,400
Solid Waste Management	Page					
Landfill						
Baling Facility Mechanical Upgrades	266	25	25			
Centralized Composting Program	228	700			700	
		725	25	-	700	-
Water & Sewer Infrastructure Replacement	236	3,550			3,550	
		3,550	-	-	3,550	-
PW Subtotal		9,922	1,160	1,090	5,272	2,400



CAPITAL FUND - 2017 Capital Projects

2017 Fleet Replacement Schedule

Unit #:	Description:	Year:	Class:	Replace. Year:	Estimated Budget:	End Use:
1167-06	F250 4X4	2006	2	2016	65,000.00	Low priority role.
1106-07	Polaris Snowmobile S07PT6HS	2007	1	2017	15,000.00	Low priority role.
1115-07	Polaris Snowmobile S07PT6HS	2007	1	2017	15,000.00	Low priority role.
1049-13	F-150 XLT	2013	2	2017	64,260.00	Low priority role.
1125-04	F-150 pilot truck	2004	2	2014	36,280.00	Low priority role.
1061-07	RAM 1500	2007	2	2017	36,280.00	Low priority role.
1102-04	F-350 W/Service Body	2004	2	2014	42,850.00	Low priority role.
2064-07	LT8500 Sterling Haul	2007	4	2014	163,780.00	Trade in.
1069-07	E-150	2007	2	2017	41,600.00	Low priority role.
1160-05	60" Exmark Mower	2005	1	2017	15,300.00	Auction.
2109-01	E-350 SD Ambulance	2001	8	2017	250,000.00	Trade in.
2120-98	Ford LT8513 Water Tanker	1998	6	2017	332,350.00	Trade in.
T014-97	Tandem Tilt Trailer	1997	4	2017	11,530.00	Auction.
					1,089,230.00	

City of Yellowknife Fleet Replacement Cycle Guidelines Summary:

Class	Description:	Examples:	Life Cycle:
1	Small Equipment	Riding mower, ground thaw, line painter, snowmobiles, ATVs, etc.	Different replacement cycles dependant on use.
2	Light Duty	Cars, vans, half ton trucks, 3/4 ton trucks.	Review after 7 years, replace after 10 years.
3	Medium Duty	One ton to 5 ton trucks, includes zambonis.	Review after 6 years or 100,000 kms, replace after 10 years.
4	Heavy Duty	Trucks/ Trailers used for sanding, snow removal, waste removal, etc.	Review after 6 years or 6000 hrs, replace after 12 years.
5	Heavy Equipment	Loaders, dozers, excavators, backhoes, plows, etc.	Review after 8 years or 10,000 hrs, replace after 12 years.
6	Mobile Tractors	Heavy rollers, sander bodies, steamers, etc.	Review after 8 years or 10,000 hrs, replace after 10 years.
7	Municipal Enforcement	Cars, trucks, SUV ("sport utility vehicles").	Replace after 4 years or 100,000 kms.
8	Emergency Equipment	Fire trucks, tankers, aerial ladder, ambulance, etc.	Replaced based on industry standards and NFPA requirements.
9	Seasonal Vehicles	Any vehicle replaced but still servicable, 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	Specialty Equipment	Graders, street sweepers, vactor trucks, etc.	Replacement depends on the use of the unit.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Roads and Sidewalks
 Project Intersection Widening and New Traffic Light Installation – Kam Lake Road at
 Finlayson Drive

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		500,000		500,000
Total:				
Formula Funding		500,000		500,000
Grants				

Purpose

To complete road and intersection improvements at the Kam Lake Road and Finlayson Drive intersection, including the installation of a signalized intersection to better accommodate the flow of traffic in the area.

Background

Traffic at the intersection of Finlayson Drive and Kam Lake road has increased over the last few years due to increased development in the Kam Lake Area. This intersection is heavily used by residents of Frame Lake, Kam Lake and Grace Lake to access the City's downtown core.

In 2003 and 2012, traffic studies conducted at the intersection indicated that, while the intersection did not meet the Transportation Association of Canada (TAC) requirements for a signalized intersection, it should be monitored due to the heavy side street traffic entering the intersection from Finlayson Drive.

In 2015 a traffic study was done for Kam Lake Road from the intersection at Old Airport Road to the proposed intersection at the Grace Lake South residential subdivision. The 2015 traffic study included current and projected traffic conditions, safety concerns, potential multi-use trail location, potential transit route and stop locations, and recommended infrastructure improvements (i.e., road widening, dedicated turning lanes, traffic lights). Preliminary findings are pending,

but staff anticipate a recommendation for another traffic light and additional lanes.

This intersection is also part of Yellowknife Transit's Route B which serves the Frame Lake area. During the morning and afternoon peak periods, transit experiences delays of up to 10 minutes in making the left turn from Finlayson Drive onto Kam Lake Road. This delay has a major impact on the transit route as it causes delays for the entire route during the peak periods of the day.

Installation of traffic lights at this intersection will include:

- widening of the Finlayson Drive to allow for turning lanes
- widening of Kam Lake Road to allow for turning lanes
- installation of traffic lights with communication and video detection equipment

The upgrades to this intersection are planned to coincide with the Annual Paving Program which is scheduled to re-do Kam Lake Road from Finlayson Drive to Deh Cho Boulevard in 2017.

Triple Bottom Line

Social

This project will address increasing resident concerns and observed



CAPITAL FUND - 2017 Capital Projects

traffic increases at this intersection and should decrease frustration and wait times while attempting to access Kam Lake Road from Finlayson Drive. It should also help to create a more efficient and on-time Route B of the City's transit system.

Economic

This project will create additional infrastructure and power requirements at this intersection. The costs indicated for this project are estimates only and may require updating during the 2016 budget season.

Environmental

The environmental impact of this project will be minimal but as mentioned it should create a more efficient and on-time Route B of the City's transit system. It should also reduce vehicle idle time associated with long waits attempting access to Kam Lake Road from Finlayson Drive.

Operational Impacts

The project will increase the number of traffic controlled intersections to 19, which is approximately a 6% increase in the operational budget for traffic light maintenance as well as traffic light power costs.



Photo: Aerial of the Kam Lake Road and Finlayson Drive intersection. Entrance to the North Slave Correctional Facility to the right.



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Solid Waste Management Division

Project Baling Facility Mechanical Upgrades

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost		25,000	25,000	50,000
Total:				
Formula Funding		25,000	25,000	50,000
Grants				

Purpose

To continue with capital investments in the Baling Facility for overall operation and maintenance of the infrastructure.

Background

This project will complete mechanical upgrades to the Baling Facility that cannot otherwise be completed by City staff during routine operation and maintenance. The equipment currently in use at the Baling Facility consists of a dust collector unit, HVAC burners, overhead doors, fire pump and sprinkler system, fire alarm system, electrical components, air compressor and boilers for in-floor heating.

Work completed under this budget allocation:

- 2003, replacement of hydraulic ram on the bailer
- 2004, replacement of overhead door
- 2007, replacement of fire suppression pump

Work proposed for 2017 and 2018:

- interior roof repairs.
- pellet boiler upgrades.
- replacement of methane gas detector

In 2006, the City completed an internal audit at the facility. Several items were noted for upgrade, repair or replacement. These items include electrical, plumbing, heating and signage which have been worked on each year, as the budget permits. Regular, planned maintenance of the

Baling Facility keeps costs down and ensures a safe work environment for employees.

Triple Bottom Line

Social

This project will provide City staff and contractors with a better working environment inside the Baling Facility.

Economic

These upgrades are investments in the solid waste infrastructure and are necessary to ensure the proper operation and maintenance of the facility.

Environmental

This project will ensure a more efficient operation of the Baling Facility building itself. Upgrades to the interior roof and the pellet boiler will help to reduce the City's greenhouse gas emissions.

Operational Impacts

Mechanical breakdowns of aging equipment can impact operating costs in several ways. Breakdowns increase the cost of staff, overtime and contractors, and impact the public by affecting operations and service delivery. Adherence to the annual maintenance schedule of the Baling Facility will result in fewer breakdowns, reduced downtime and lower costs.





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CAPITAL FUND - 2018 Capital Projects

		2018	
		Budget	IT
		Recommended	Reserve
		(\$000s)	(\$000s)
General Government	Page		
Information Technology			
Network Upgrades	145	30	30
GIS Enhancements	148	40	40
Server and Storage Replacements	150	56	56
Communication Infrastructure Renewal	152	25	25
Security Cameras	154	35	35
Secondary Site & Data Replication	156	20	20
Website/ Service Enhancements	158	25	25
Virtualization	169	25	25
Door Access Controls	160	20	20
Multi-function Devices and Printers	162	50	50
Computer Aided Dispatch Workstations & Monitors	270	75	75
Subtotal		401	401

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Safety / Yellowknife Fire Division
 Project Computer-Aided Dispatch Workstations and Monitors

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total Estimated Cost \$
Capital Cost			75,000	75,000
O&M Expenses				
Total:				
IT Reserve			75,000	75,000

Purpose

To ensure proper response times for emergency personnel when responding to the public and continue the monitoring of the City's water and sewer infrastructure.

Background

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

This is a mission-critical function and equipment downtime presents an unacceptable risk to the City. These workstations are used on a 24-hour basis for Public Safety and Public Works dispatching and radio checks. It is therefore recommended that the associated hardware be replaced once it has provided three years of service.

If this replacement does not proceed, there is considerable risk of equipment downtime and/or failure. Recent experience has repeatedly shown that workstations and monitors become increasingly problematic throughout their service life and that by the fourth year of service problems and even complete failures are frequent. Forcing this equipment to last beyond three years will significantly increase the

chance of downtime – an unacceptable situation in a critical service like Dispatch – and will require inordinate amounts of technical support time, which could be more effectively invested in other areas.

Triple Bottom Line

Social

This project allows for the continued response to emergency situations by City responders providing a sense of safety to our residents. It also allows for the continued crucial monitoring of the City's water and sewer infrastructure through the Supervisory Control And Data Acquisition (SCADA) system.

Economic

This project is an investment in the City's emergency response capabilities. It is a proactive solution to ensure that emergency responders are dispatched accordingly for our residents, and ensures the continuous improvement of infrastructure for the provision of essential services to residents (water, sewer, emergency response).

Environmental

The Yellowknife Fire Division is often dispatched to incidents involving fuels or chemical spills and when dispatched in a timely manner, will



allow for quicker response times and less potential damage to the environment. Further, the monitoring of SCADA allows for after-hours personnel to be notified of issues with the water & sewer system prior to the issue causing a loss of water or the back-up or sewer systems.

Operational Impacts

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

CAPITAL FUND - 2018 Capital Projects

		2018			
		Budget	Formula		Gas Tax
		Recommended	Funding	Grants	Rebate
		(\$000s)	(\$000s)	(\$000s)	(\$000s)
Community Services	Page				
Arenas					
Fieldhouse Track Access Door	273	90	10	80	
Parks/Trails					
Yellowknife Rotary Park -Trail Extension	183	20	20		
Ball Diamonds Upgrade	274	45	45		
Outdoor Recreation Facility	275	3,383	1,972		1,411
Pool					
Re-tiling of Pool interior	276	575	575		
Subtotal		4,113	2,622	80	1,411



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services/Facilities Division
Project: Fieldhouse – Track Access Door

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			90,000	90,000
O&M Expenses				
Total:				
Formula Funding			10,000	10,000
Grants			80,000	80,000

Purpose

To install an access door to the upper level of the Fieldhouse which will provide for proper monitoring of the facility and ensure fairness to all users.

Background

The Fieldhouse was opened to the public in the fall of 2010 and is now one of the City’s most popular recreation facilities. One of the major attractions of the facility is its 240-metre track.

The access door to the track is on the upper level of the building and, while it is monitored by a video camera, it is difficult to ensure that only people who have cards are able to enter the track area. As a result, the City is losing revenue.

As much as possible, staff follow up with users ensuring that fees are collected however it is often not detected. To ensure controlled access to the track, the City proposes to install a glass security wall leading up the stairs to the track entrance, and to move the card pad that allows access to the bottom of the stairs. This will ensure that the entrance can be properly monitored by staff and will allow for increased user fees and improved security for the track.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function and service.

Triple Bottom Line

Social

N/A

Economic

The management of public and corporate assets is optimized and based on continuous improvement of our facilities.

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operational Impact

There will be some impact on O&M.

CAPITAL FUND - 2018 Capital Projects

Department/Division Community Services/Facilities Division
Project Ball Diamonds Upgrade

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			45,000	45,000
O&M Expenses				
Total:				
Formula Funding			45,000	45,000
Grants				

Purpose

Replace shale on the City's Ball Diamonds to provide for an enjoyable playing experience and to respect the integrity of the game by upgrading the playing surface.

Background

The City directly administers five ball diamonds: two at Fritz Theil, two at Parker Field, and one at William McDonald School. Several of these diamonds use shale which requires periodic replacement and conditioning. This project will allow for the purchase of shale to address this need.

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

Yellowknife has a natural and built environment that contributes to the physical, mental and social well being of all of its residents.

Economic

The management off public and corporate assets are optimized and are based on continuous improvement of our facilities.

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operational Impact

This project will be covered under the normal operating budget.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Outdoor Recreation Facility

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			3,383,000	3,383,000
O&M				
Other O&M Expenses				
Total:				
Formula Funding			1,972,000	1,972,000
MACA Capital Grant			1,411,000	1,411,000

Purpose

Design and development of a multi-use outdoor facility that would enhance the current recreational facilities within the City.

Background

The City has a number of outdoor recreational sport facilities, including six ball diamonds, three sport (soccer) fields, a 340-metre track, eight tennis courts, one skateboard park, and 17 playgrounds. Many of these facilities are at maximum use and some, such as two soccer fields and the track, do not meet the minimum acceptable standards. The City is currently working on an agreement with Con Mine to obtain eight hectares of land that would be developed into a major outdoor recreational facility. This facility would accommodate a soccer field, four ball diamonds, a track, a skateboard park, a playground and tennis courts and there would still be room for further development.

Phase 1 would develop the supporting infrastructure for the park. That would include upgrading the warehouse currently on the site to accommodate the staff of the Parks Division, as well as an adequate storage and shipping area. The upper part of the facility would provide storage room for all City Departments. Also Included in Phase 1 would be construction of washrooms and concession facilities for the park.

Phase 2 would entail surface preparation and development of the sport fields.

2018 Capital Cost	Develop Supporting Infrastructure	\$1,689,000
	Develop Sports Fields	\$1,694,000
	Total	\$3,383,000

This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

Yellowknife has a natural and built environment that contributes to the physical, mental, and social well being of all of its residents.

Economic

The management off public and corporate assets are optimized and are based on continuous improvement of our facilities.

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operating Cost Impact

There will be some impact on O&M.

CAPITAL FUND - 2018 Capital Projects

Department/Division Community Services Department / Program Division
 Project Ruth Inch Memorial Pool - Re-Tiling of Pool Interior

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			575,000	575,000
O&M Expenses				
Total:			575,000	575,000
Formula Funding			575,000	575,000
Grants				

Purpose

The purpose of this Project is to retile the basin and floor of the Ruth Inch Memorial Pool.

Background

The Ruth Inch Memorial Pool opened its doors to the public in the fall of 1988. The Pool continues to be a popular facility for residents and visitors. In 2010, the City contracted an engineering firm to do a life cycle analysis of the Pool. That study identified items that needed to be addressed to ensure the facility meets or exceeds its life expectancy.

Over the past 26 years, City staff have repaired areas of the tiling in, on and around the pool. These areas have been getting larger over the years, resulting in increased O&M spending and more pressure to complete the work within the annual shut-down period for maintenance.

Some issues that need to be addressed:

- Tank:
- tiles are lifting and the grout has been eroded
 - health concerns: inability to clean the basin properly
 - safety concerns: patrons could cut themselves on the sharp, exposed edges of the tiles
 - aesthetic concerns: rust stains on tiles
 - maintenance concerns: water penetrating the tiles and breaking down the rebar in the slab
- Floor:
- tiles are lifting and the grout has been eroded

- health concerns: inability to clean the floor properly
- safety concerns: patrons could cut themselves on the sharp, exposed edges of the tiles
- aesthetic concerns: mismatched colors (original color is no longer available)
- aesthetic concerns: the facility is showing its age

Triple Bottom Line

Social

The project will enhance that the longevity of our facilities and the ability to provide programs and services to those that wish to participate in them.

Economic

The project falls in line with the City's asset management plan by ensuring that our facilities will reach or exceed their life expectancy.

Environment

N/A

Operational Impact

There will be no effect on the O&M budget.



CAPITAL FUND - 2018 Capital Projects

2018			
		Budget	Formula
		Recommended	Funding
		(\$000s)	(\$000s)
Public Safety	Page		
Directorate			
Wildland Fire Mitigation -Emergency Measures	188	150	150
Fire & Ambulance			
Powered Parking Stalls	278	25	25
Subtotal		175	175

2018			
		Budget	Formula
		Recommended	Funding
		(\$000s)	(\$000s)
Planning & Development	Page		
50 th Street Revitalization	259	1,400	1,400
Subtotal		1,400	1,400

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Powered Parking Stalls

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			25,000	25,000
O&M Expenses				
Total:			25,000	25,000
Formula Funding			25,000	25,000
Grants				

Purpose

To provide additional powered parking stalls for Fire Hall staff or other people conducting training at the Fire Hall.

Background

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

When the building opened in 1991, the Division operated with only 12 full-time firefighters and 3 management staff. Now, weve 4 management staff and 24 full-time firefighters. This presents a problem when there is a full group alert (for larger fires) and an additional 12-15 paid-on-call volunteers show up at the Fire Hall.

Triple Bottom Line

Social

The improvements to the facility will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's only fire hall and

ensures the provision of emergency services within our community. Improvement and maintenance of our facilities is vital to continued provision of essential services to residents and ensures that our firefighters and visitors have appropriate parking available.

Environmental

Ensuring a powered parking stall during the winter months for YKFD personnel will ensure that employees reduce energy use when warming up their vehicles and sending more toxins into the atmosphere.

Operational Impacts

Aging infrastructure costs have a higher operational cost as they age. This project may have a minimal impact on the Division's O&M budget for electricity as some vehicles are plugging into other areas of the facility.



CAPITAL FUND - 2018 Capital Projects

		2018	
		Budget	M.E.R.
		Recommended	Reserve
		(\$000s)	(\$000s)
Public Works & Engineering	Page		
Fleet Management	281		
1002-05 F-250 W/Service Box		66	66
1155-05 F-350 Flat Deck		65	65
1158-05 F-550 Picker		88	88
1159-05 F-550 Steamer		87	87
1016-07 RAM 2500		67	67
1156-05 F-150		36	36
1021-08 4X2 Ranger		35	35
1072-07 Ranger 4x4		36	36
1123-14 Ford Explorer		64	64
2031-06 LT8500 Sterling Sander		164	164
2032-06 LT8500 Sterling Water		163	163
2060-06 Cat M318C Excavator		248	248
		1,119	1,119

		2018	
		Budget	Formula
		Recommended	Funding
		(\$000s)	(\$000s)
	Page		
Community Energy Plan (CEP) Initiatives	206		
Energy Coordinator		100	100
Solar Panels		150	150
Community Outreach		20	20
Interior LED Lighting		100	100
Design of City Hall Centralizd Boiler System		130	130
Design & Build Second Pellet Boiler at PH#1		600	600
		1,100	1,100

CAPITAL FUND - 2018 Capital Projects

		2018		Water &			MACA
		Budget	Formula	Sewer	M.E.R.	Gas Tax	Capital
		Recommended	Funding	User Fees	Reserve	Rebate	Grant
		(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Engineering & Garage	Page						
Traffic Lights Communications & Video Detection Equipment	217	80	80				
Roads & Sidewalks							
Road Rehabilitation	220	4,075	1,865				2,210
		4,155	1,945	-	-	-	2,210
Solid Waste Management	Page						
Landfill							
Recycling Depot Paving	282	50	50				
Baling Facility Mechanical Upgrades	266	25	25				
Centralized Composting Program	228	150	150				
Baling Facility Concrete Floor Repairs	284	100	100				
Solid Waste Facility Trash Fencing	286	100	100				
		425	425	-	-	-	-
Pumphouses/Liftstations (PHs/LSs)	Page						
Capital Upgrades	287	65		65			
Potable Water Reservoir Flushing & Cleaning	288	25		25			
Pump Replacement	289	100				100	
Monitoring & Controls Maintenance and Upgrading	291	75		75			
LS#5 Pipe Replacement	293	300				300	
Other							
Water Meter Replacement and Upgrades	294	15		15			
Potable Water Submarine Pipe Inspection	234	30		30			
PH & LS - Genset Installation	295	200				200	
Water & Sewer Infrastructure Replacement	236	3,500		-		3,500	
		4,310	-	210	-	4,100	-
PW Subtotal		11,109	3,470	210	1,119	4,100	2,210



CAPITAL FUND - 2018 Capital Projects

2018 Fleet Replacement Schedule

Unit #:	Description:	Year:	Class:	Replace. Year:	Estimated Budget:	End Use:
1002-05	F-250 W/Service Box	2005	2	2015	65,500.00	Low priority role.
1155-05	F-350 Flat Deck	2005	2	2015	65,500.00	Low priority role.
1158-05	F-550 Picker	2005	3	2017	87,550.00	Trade in.
1159-05	F-550 Steamer	2005	6	2017	87,550.00	Trade in.
1016-07	RAM 2500	2007	2	2017	66,950.00	Low priority role.
1156-05	F-150	2005	2	2015	35,920.00	Low priority role.
1021-08	4X2 Ranger	2008	2	2018	35,050.00	Low priority role.
1072-07	Ranger 4x4	2007	2	2017	36,050.00	Low priority role.
1123-14	1123-14 Ford Explorer	2014	7	2018	64,340.00	Low priority role.
2031-06	LT8500 Sterling Sander	2006	6	2018	163,500.00	Trade in.
2032-06	LT8500 Sterling Water	2006	6	2018	163,500.00	Trade in.
2060-06	Cat M318C Excavator	2006	5	2018	248,000.00	Trade in.
					1,119,410.00	

City of Yellowknife Fleet Replacement Cycle Guidelines Summary:

Class	Description:	Examples:	Life Cycle:
1	Small Equipment	Riding mower, ground thaw, line painter, snowmobiles, ATVs, etc.	Different replacement cycles dependant on use.
2	Light Duty	Cars, vans, half ton trucks, 3/4 ton trucks.	Review after 7 years, replace after 10 years.
3	Medium Duty	One ton to 5 ton trucks, includes zambonis.	Review after 6 years or 100,000 kms, replace after 10 years.
4	Heavy Duty	Trucks/ Trailers used for sanding, snow removal, waste removal, etc.	Review after 6 years or 6000 hrs, replace after 12 years.
5	Heavy Equipment	Loaders, dozers, excavators, backhoes, plows, etc.	Review after 8 years or 10,000 hrs, replace after 12 years.
6	Mobile Tractors	Heavy rollers, sander bodies, steamers, etc.	Review after 8 years or 10,000 hrs, replace after 10 years.
7	Municipal Enforcement	Cars, trucks, SUV ("sport utility vehicles").	Replace after 4 years or 100,000 kms.
8	Emergency Equipment	Fire trucks, tankers, aerial ladder, ambulance, etc.	Replaced based on industry standards and NFPA requirements.
9	Seasonal Vehicles	Any vehicle replaced but still servicable, 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	Specialty Equipment	Graders, street sweepers, vactor trucks, etc.	Replacement depends on the use of the unit.

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Solid Waste Management
Project Recycling Depot Paving

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			50,000	50,000
Total:				
Formula Funding			50,000	50,000
Grants				

Purpose

To provide a smooth, paved surface for four of the City's recycling depots, creating a cleaner public area.

Background

The City of Yellowknife operates six recycling depots in various locations around the city where residents can dispose of recyclables such as paper, cardboard, plastics and tin. These depots play an important role in making residential recycling possible. This capital project would provide hard surfacing (asphalt) of four of the six recycling depots that are currently sitting on gravel pads. The proposed asphalt surface will improve operations and result in a cleaner, more efficient depot.

Recycling depots set on gravel pose two major issues: the difficulty of cleaning up trash around the bins and the tendency for the recycling bins to dig into the gravel during loading and unloading, rather than rolling smoothly on and off the trailer for transport to the Solid Waste Facility. A smooth, paved surface would reduce the amount of time staff spend cleaning the depots and allow the bins to load and unload safely.

Triple Bottom Line

Social

This project will provide a paved area that will be free of water and muddy conditions for public use when visiting the recycling depots.

Economic

Increased use of recycling depots will divert more waste from the landfill which has costs associated. Providing a cleaner area will encourage residents to recycle.

Environmental

Recycling is a major initiative that diverts materials from being landfilled. All these activities contribute to prolonging the life of landfill cells as well as recycling materials for future use, rather than putting them in the ground.

Operational Impacts

It will take the staff less time to maintain the depots and reduce loading time, both of which will result in better productivity. The less trash there is on the ground at the depots, the less will be blown onto surrounding properties where it has to be collected by staff.





CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Solid Waste Management
 Project Baling Facility Concrete Floor Repairs

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			100,000	100,000
Total:				
Formula Funding			100,000	100,000
Grants				

Purpose

To complete repairs to the concrete tipping floor in the Baling Facility.

Background

The City of Yellowknife Baling Facility is the center of the landfill and recycling operations. In 2014 the Baling Facility produced 7,860 waste bales and 1,618 recycling bales. Due to the high volume of usage the Baling Facility experiences wear and tear on its mechanical and structural systems. Solid waste contains harmful and corrosive products which ultimately cause erosion of the concrete floor. In order to maintain a safe and efficient workplace, the City needs to repair the floor.

In order to maintain a high level of production in the Baling Facility, the concrete floor needs to be kept smooth. Uneven work surfaces increase the chance of an incident, as the cutting edge of a vehicle's bucket can catch the uneven surface. The resulting sudden stop or jarring motion could cause operator injury or equipment damage.

Triple Bottom Line

Social

This project will provide City staff and contractors with a better working environment while inside the building.

Economic

This project is an investment in maintaining the infrastructure at the Solid Waste Facility and will help to maintain safe working activities inside the facility.

Environmental

An efficiently operating Baling Facility enables the City to properly dispose of municipal solid waste which will have a positive environmental impact.

Operational Impact

Operating equipment on a smooth, level surface reduces wear and tear on equipment, minimizing the cost of maintenance.





CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Solid Waste Management
 Project Trash Fencing

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			100,000	100,000
Total:				
Formula Funding			100,000	100,000
Grants				

Purpose

To purchase and install fencing around the active landfill cells to decrease the amount of windblown debris.

Background

The Solid Waste Facility (landfill) is challenged daily with windblown garbage. In order to protect the surrounding environment and wildlife it is proposed to install additional fencing around the active landfill areas (construction area, collection areas, landfill cells).

Trash fencing will allow garbage to gather along the fence lines, making clean-up of windblown garbage easier and less time consuming for staff. It will give a cleaner appearance to the Solid Waste Facility as a whole, and provide protection for the staff from wildlife.

Triple Bottom Line

Social

This project will allow City staff to mitigate as much windblown debris as possible which accumulates in the natural spaces surrounding the facility such as the Yellowknife Ski Club across the highway.

Economic

Creates a more efficient and more effective use of staff time.

Environmental

Reducing windblown debris will create a cleaner landfill facility and surrounding environment.

Operational Impacts

With less time spent collecting windblown garbage at the Solid Waste Facility site, staff will have more time to spend on other regular duties associated with the proper operation of the facility.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
 Project Pumphouse and Liftstation Capital Upgrades

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			65,000	65,000
Total:				
Water & Sewer User Fees			65,000	65,000
Grants				

Purpose

To continue upkeep and maintenance on large capital expenditures associated with various City pumphouses and liftstations.

Background

The City's six pumphouses and 14 liftstations are aging and some require increased architectural care and maintenance. These buildings have worn-out exterior cladding and inefficient windows, and it is suggested 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 neighbourhood. 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. The upgrades include installation of energy-efficient furnaces and boilers, double-walled or self-contained fuel storage tanks and upgrades to air handling units.

Triple Bottom Line

Social

The City's pumphouses and liftstations are part of neighborhoods and have a visual presence. In addition to keeping the facilities in a good state of working order, they need to be visually maintained as being part of the make-up of a neighborhood.

Economic

This project invests in the City's water and sewer infrastructure and helps to address infrastructure deficit gaps that result from aging infrastructure.

Environmental

Activities such as fuel tank replacements will reduce the risk of spills that can contaminate the local environment.

Operational Impacts

Improving insulation and replacing the siding, roofing and windows will reduce heating costs and eliminate the need to paint every three to four years.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
Project Potable Water Reservoir Flushing and Cleaning

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			25,000	25,000
Total:				
Water & Sewer User Fees			25,000	25,000
Grants				

Purpose

To carryout annual and cleaning of the City's potable water reservoirs to maintain safe and high quality drinking water for residents.

Background

The City has three water storage reservoirs that provide potable drinking water to our residents, as well as firefighting capabilities. The City's Water Licence MV2009L3-0007 was renewed with a condition that the main reservoir be cleaned. To remain compliant with its licence, the City should clean the main reservoir at Pump Houses #3 and #4.

Public Works & Engineering recommends the flushing, cleaning and repair of the City's water reservoirs once a year on a three-year cycle, as there are three reservoirs.

Flushing the reservoir requires advanced planning and management. The process includes draining the reservoir, removing and disposing of the sediment, and disinfecting the interior of the reservoir, all while maintaining a continuous water supply to the city. An additional requirement during the flushing is to evaluate the walls and grout small cracks.

Triple Bottom Line

Social

This project ensures that the City of Yellowknife is maintaining a safe and high quality drinking water for residents.

Economic

This is a direct investment in the City's potable water system and part of ongoing maintenance of the water reservoirs. It removes debris from the system which gains efficiencies in the addition of chlorine as part of the disinfection process.

Environmental

This project has minimal environmental impacts. Any debris removed from the reservoir can be disposed of at the Fiddler's Lagoon sewage treatment area.

Operational Impacts

Less debris in the reservoir will improve the effectiveness of the chlorine added to the water. This will increase the free chlorine residual and, in turn, reduce the quantity of chlorine required for disinfection. Additional savings will occur when any cracks found in the reservoir walls are filled and leaks abated.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
 Project Pump Replacement for Pumphouses and Liftstations

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			100,000	100,000
Total:				
Gas Tax Rebate			100,000	100,000
Grants				

Purpose

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

Background

The City has six pumphouses and 12 liftstations which, along with water and sewer pipe networks, make up its water distribution and sewage collection system. Each station contains between two and nine pumps. Liftstations also use communitors (sewage grinders) to break down sewage before it returns to the collection system. The 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.

A new standard for electric motors has been determined by the Water & Sewer Division. The new motor specification is more efficient and capable of upgrades to variable frequency drive in the future. Levels of

maintenance have also increased to ensure efficiencies are of the highest possible level. In many instances, specialized personnel and equipment must be utilized to achieve this level. Public Works & Engineering staff continues to improve the efficiency of the water and sewer service and increase maintenance standards to provide a high level of service to residents.

Based on standard industry procedure and the experience of Public Works & 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.

Public Works & Engineering estimates that the total replacement value of the pumps is approximately \$1.6 million, 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.

Triple Bottom Line

Social

This project will ensure properly operating pumps for pumphouses and liftstations, which provide the residents of Yellowknife with essential water and sewer services.

Economic

Standard replacement of pumps is a proactive maintenance approach which has shown to be more economical than a reactive approach of replacing pumps due to failure.

Environmental

Failure of pumps can lead to situations such as sewage overflows which have a direct, and negative impact on the natural environment and local neighbourhoods where pumphouses and liftstations are located.

Operational Impacts

Generally, newer pumps are more efficient, requiring less energy to run. O&M funding should decrease as a result. Utility costs will be reduced and call-outs to check on failed pumps will also be reduced.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
 Project Monitoring and Controls Maintenance and Upgrading

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			75,000	75,000
Total:				
Water & Sewer User Fees			75,000	75,000
Grants				

Purpose

To re-establish ongoing investment in the City’s Supervisory Control and Data Acquisition (SCADA) system, this will continue to upgrade antiquated PLCs and communications between City facilities.

Background

In a three-phase program from 1997 through 2000, the City began automating all of its pump houses and lift stations. In addition, the City installed a dedicated communication line to interconnect its most crucial facilities in order to avoid the characteristic interruptions of a telephone line. Many parts are now obsolete and, with the advancement of computer technology, some replacement parts are no longer available and upgrades are required. The City’s new Water Treatment Plant project is the hub for the City’s SCADA system. The upgrading that has been continuous since 2007 will ensure up-to-date equipment and proper surveillance of the City’s water and sewer systems. The SCADA system allows all City facilities to be monitored via software called Wonderware. This software can show countless alarms and situations that exist in the pump houses and lift stations, such as door entry alarms or high level alarms in sewage wet wells that could result in sewage overflows.

Triple Bottom Line

Social

This project will ensure that the SCADA system remains functional and up to date. It will allow the City to be more reactive and responsive to

situations that may occur at water pump houses or sewage lift stations.

Economic

Having a properly operating SCADA system will allow City staff to address issues in a timely manner which could potentially save thousands of dollars in system down time or clean-up costs depending on the scenario. It is a necessary investment in the City’s water and sewer infrastructure and support system.

Environmental

If City staff is more responsive it can have a positive impact on the environment. A malfunction of equipment in a sewage lift station could result in an overflow situation which can contaminate the environment and local neighbourhoods. A properly operational SCADA system will inform staff immediately of a problem, which can be fixed before any damage can occur.

Operational Impacts

The upgrades to the monitoring and controls system will effectively increase the efficiency of the system and reduce operational maintenance by reducing the number of call-outs. With the proper repair of the SCADA system, Water & Sewer trades workers will be able to reduce building inspections and spend more time repairing worn components. Implementation of new water quality monitors will relieve the need for weekend rounds, improve compliance with water quality regulations and satisfy public expectations.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
Project Liftstation #5 Pipe Replacement

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			300,000	300,000
Total:				
Gas Tax Rebate			300,000	300,000
Grants				

Purpose

To replace deteriorated pipe at the City's main sewage lift station as a proactive approach to the operation and maintenance of this facility.

Background

Liftstation #5 is the main lift station for the city. All but one of the other lift stations in the city pump sewage to this facility and from there it is pumped to Fiddler's Lake Lagoon. With twelve lift stations pumping to Liftstation #5, it is vital that it function at peak operating performance. Shutdowns for unplanned repairs are not viable as that would allow untreated sewage to flow into Kam Lake, and there are not enough trucks in Yellowknife to haul the sewage to the lagoon if a break should occur.

The pipe at Liftstation#5 has deteriorated over time to the point that it is now 40% of its original thickness. Average thickness at elbow bends is 50% of original thickness and most straight-run pipes are 60% to 65% of original thickness (A.D. Williams Engineering, November 2004). Leaks require repair approximately every two months. Should pipe replacement not be completed, it is inevitable that a main pipe break will occur resulting in the City being unable to remove sewage. The age of our water and sewer infrastructure is such that the City will have to rebuild the piping of a pump house or lift station yearly to avoid catastrophic failure.

Triple Bottom Line

Social

This project will allow the City to continue providing residents with essential water and sewer services. Liftstation #5 is one of the most vital pieces of the sewage disposal system. A failure in this infrastructure could have large impacts on residents, depending on its nature and severity.

Economic

This is a necessary investment in a vital piece of the City's infrastructure. The cost of a pipe failure in this facility could be very costly and difficult to manage. The proactive replacement of this pipe is essential in proper management of the sewage disposal system.

Environmental

Given that all twelve lift stations feed into Liftstation #5, a main pipe break would have costly impacts on the surrounding environment and staff required to handle the sewage flow. It is necessary to invest in this infrastructure before such an event occurs

Operational Impacts

The welded pipe will be replaced with Victaulic-style connectors. Replacement piping will be coated with epoxy paint to prolong its life cycle theoretically. As a result of this project, future repairs may be done by City crews at significant cost savings.

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
 Project Water Meter Replacement and Upgrades

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			15,000	15,000
Total:				
Water & Sewer User Fees			15,000	15,000
Grants				

Purpose

To replacing aging water meters with a new computerized model, allowing easier collection of data.

Background

In 1995 the City introduced a water meter replacement program, which began with the replacement or recalibration of the larger commercial units in the city. The remaining old meters were installed in the 1970s and they are now 20 to 30 years old. This replacement plan is intended to bring the City up to par with other major municipalities across Canada.

The aging of the meters has caused operational and maintenance inefficiencies, as well as inaccurate readings, which account for an estimated 12% to 25% of lost revenue to the City. The Corporate Services Department has identified a number of accounts with increased revenue after new meters were installed. In addition, unlike the newer meters installed today, old meters are not compatible with the latest computerized meter-reading and data-processing technology.

Triple Bottom Line

Social

This project will allow City Staff to replace old infrastructure that may produce inaccurate billing information for residents, which could result in billing errors and resident frustration.

Economic

Replacing antiquated water meters will help to close error gaps in data and billing systems and help to recover potential lost revenue from inaccurate meter readings.

Environmental

There are minimal environmental impacts associated with this project.

Operational Impacts

Upgrading the City's water meters to computerized water meters and meter-reading devices will reduce the labour required for meter-reading and data entry into the City's computer system. Also, the new meters have the capability to be upgraded to remote meter-reading. Should this be implemented, there will be a reduction in the amount of staff time spent on meter-reading and data processing in both Public Works and Corporate Services.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
Project Pumphouse and Liftstation Genset Installation

Expenditures & Funding Sources	2016 \$	2017 \$	2018 \$	Total \$
Capital Cost			200,000	200,000
Total:				
Gas Tax Rebate			200,000	200,000
Grants				

Purpose

To purchase and install a backup power generator (genset) at Pump House #3 to provide continuous operation during power outages.

Background

The age of our infrastructure is such that the City of Yellowknife will have to rebuild a pumphouse or liftstation genset regularly to avoid catastrophic failure. Gensets (backup generators), provide backup power in case of power failure. Backup power at pump houses is essential to ensure a continuous supply of water to the city.

In the original design for liftstations, backup power was not required because wells could receive sewage for hours and not overflow. With the growth of the city in recent years, however, any power outage lasting longer than 15 minutes at a high-flow time of day creates the risk of a lift station overflow. An overflow would result in sewage flowing into the nearest lake, causing an environmental hazard. The City's Water Licence now requires all liftstations to have either a backup generator in place or a plan for dealing with sewage from the liftstation during a power outage.

In 2009, the City of Yellowknife started installing gensets in each pump house and lift station. The next facility scheduled to be equipped with or to replace its gensets is Pumphouse #3 in 2018.

Triple Bottom Line

Social

This project will provide redundancy in the City's water and sewer system which will ensure the constant supply of water and sewer services, even during power outages.

Economic

Constant power provision will ensure constant movement of water, preventing freezing and repair costs. Fewer sewage spills will mean less costs associated with clean up.

Environmental

Fewer sewage spills will mean less impact on the environment and surrounding neighbourhoods.

Operational Impacts

The project would reduce staff time and costs associated with cleanup, should there be an overflow at one of the sewage liftstations.

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RESERVE FUND

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. All interest earned is recorded in the General Fund as revenue. The amount earned or paid out in overdraft interest varies on an annual basis, depending on expenditures. For instance, the construction of the twin pad arena impacts the General Fund's interest revenue. The impact on the Reserve Fund is the decreased balance in the reserve, offset by a decrease in financial assets. How transfers of revenue are recorded in each reserve, and the purpose of each reserve follows:

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.

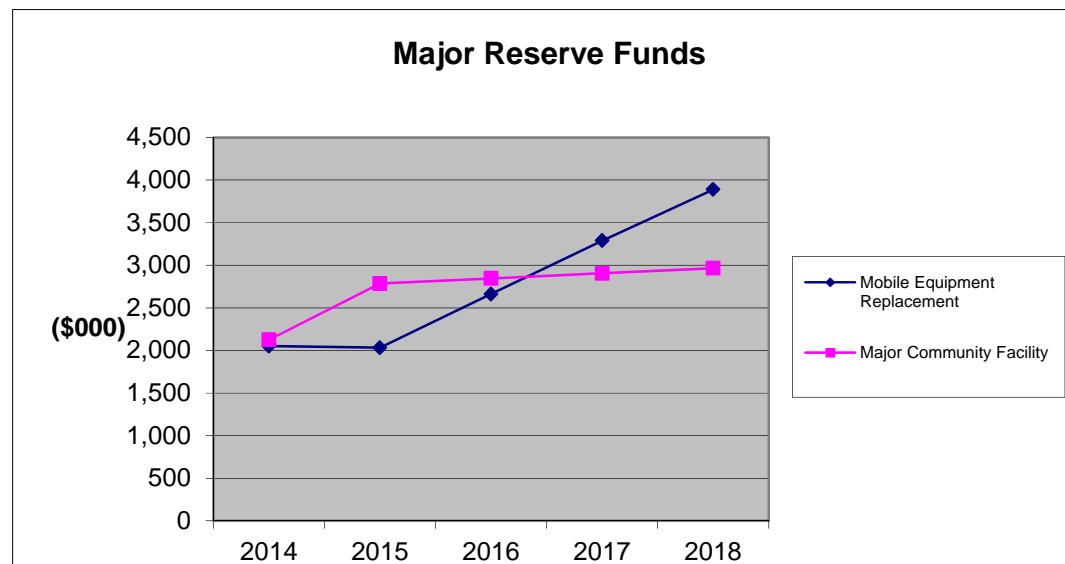
Waterfront Development Reserve: Amounts approved by Council for future waterfront development are transferred to the Waterfront Development Reserve.

Downtown Development Reserve: Since 2002, 25% of parking meter revenue has been transferred to the Downtown Development Reserve to fund future projects that impact the downtown area. In 2013 and 2014, the transfer was capped at \$78,000. But starting from 2015 and onwards, the transfer is/will be further increased by any increase in parking meter revenues from the new downtown parking meters.

Heritage Reserve: To develop and maintain heritage sites.

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

Twin Pine Hill Trail Reserve: In 2005 and 2006, \$250,000 in total was transferred to this reserve for the development of the Twin Pine Hill Trail.



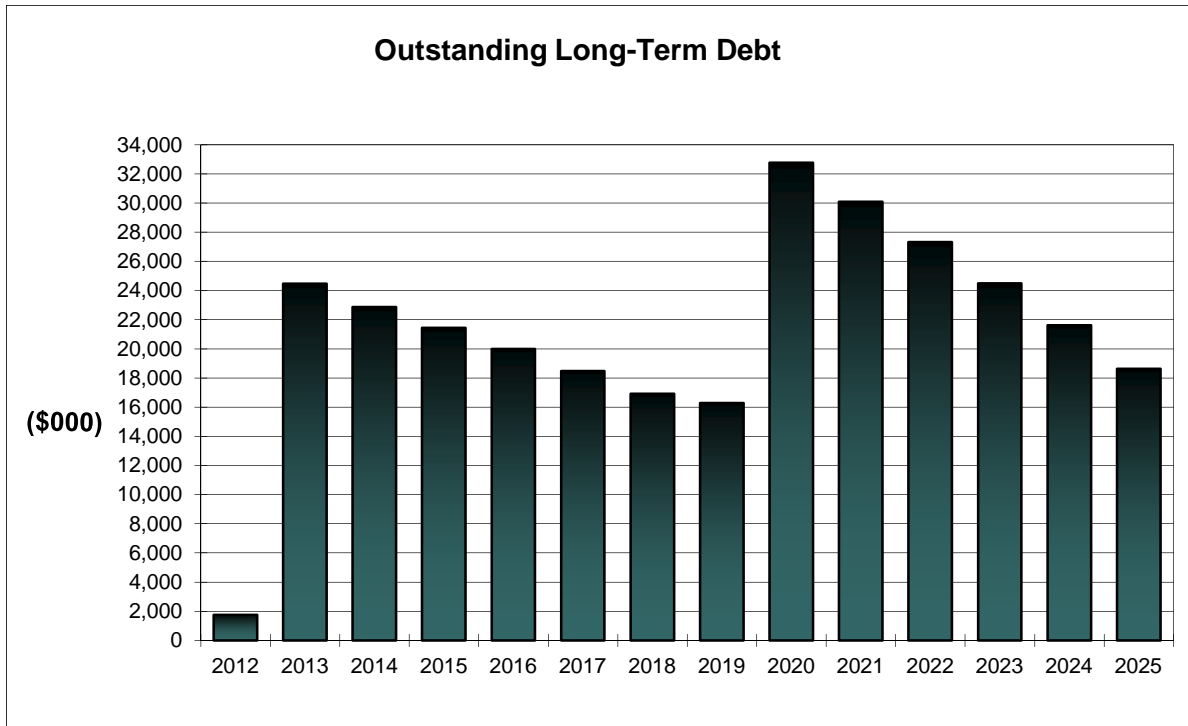
RESERVE FUND

Reserves	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Information Technology						
Opening Balance	785	706	808	610	626	936
To Capital Fund	(467)	(356)	(601)	(484)	(290)	(401)
From Capital Fund	490	403	403	500	600	600
	808	753	610	626	936	1,135
Major Community Facility						
Opening Balance	1,221	2,041	2,125	2,785	2,845	2,905
From General Fund	134	60	60	60	60	60
From Capital Fund	770	600	600	-	-	-
	2,125	2,701	2,785	2,845	2,905	2,965
Mobile Equipment Replacement						
Opening Balance	1,760	1,925	2,051	2,032	2,661	3,289
To Capital Fund	(1,215)	(1,126)	(1,295)	(1,089)	(1,090)	(1,119)
From Capital Fund	1,506	1,276	1,276	1,718	1,718	1,718
	2,051	2,075	2,032	2,661	3,289	3,888
Downtown Development						
Opening Balance	465	465	477	492	507	60
To Capital Fund	-	-	-	-	(500)	-
To General Fund	(71)	(78)	(78)	(78)	(78)	(78)
From General Fund	83	93	93	93	131	130
	477	480	492	507	60	111
Heritage Committee						
Opening Balance	108	108	125	125	125	125
From General Fund	17	-	-	-	-	-
	125	108	125	125	125	125
Samuel Colley Library Donation						
Opening Balance	207	209	209	210	210	210
From General Fund	2	-	1	-	-	-
	209	209	210	210	210	210
Twin Pine Hill Trail						
Opening Balance	266	269	269	270	270	270
From General Fund	3	-	1	-	-	-
	269	269	270	270	270	270
Waterfront Development						
Opening Balance	80	-	-	-	-	-
To Capital Fund	(80)	-	-	-	-	-
	-	-	-	-	-	-
	6,063	6,595	6,523	7,243	7,794	8,703
Opening Balance	4,892	5,723	6,063	6,523	7,243	7,794
Transfers	1,171	872	460	720	551	910
Closing Balance	6,063	6,595	6,523	7,243	7,794	8,704



LONG-TERM DEBT

	2014 Actual (\$000)	2015 Budget (\$000)	2015 Forecast (\$000)	2016 Budget (\$000)	2017 Budget (\$000)	2018 Budget (\$000)
Outstanding Long-term Debt						
Opening Balance	24,474	22,865	22,865	21,450	19,990	18,483
Capital Fund Debt Issued	-	-	-	-	-	-
Capital Fund Debt Repaid	(1,609)	(1,415)	(1,415)	(1,460)	(1,507)	(1,556)
Closing Balance	22,865	21,450	21,450	19,990	18,483	16,927
Comprised of						
General Capital	22,865	21,450	21,450	19,990	18,483	16,927
	22,865	21,450	21,450	19,990	18,483	16,927



LONG-TERM DEBT

	2014 Budget (\$000)	2014 Actual (\$000)	2015 Budget (\$000)	2015 Forecast (\$000)	2016 Budget (\$000)	2017 Budget (\$000)	2018 Budget (\$000)
General Capital							
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%	18,391	18,391	17,276	17,276	16,126	14,940	13,717
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%	2,796	2,796	2,636	2,636	2,470	2,298	2,119
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%	783	783	739	739	693	645	595
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.	895	895	799	799	701	600	496
	22,865	22,865	21,450	21,450	19,990	18,483	16,927



LONG-TERM DEBT

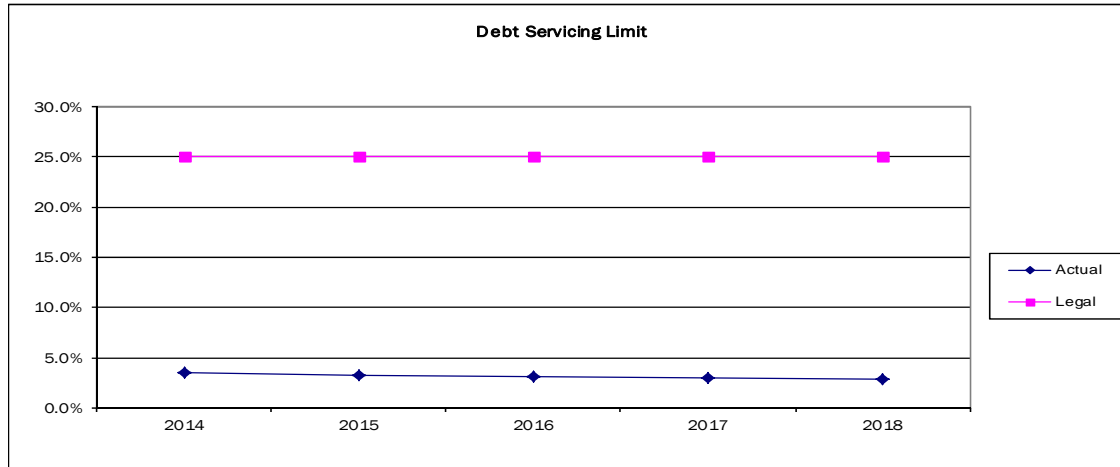
Year	Assessed Values (\$000's)	Legal Borrowing Limit			Debt Balance (\$000's)	Note (1)
		Total Revenue (\$000's)	Legal Limit (\$000's)	Policy Limit (\$000's)		
1995	1,198,546		239,709	59,927	29,590	
1996	1,224,364		244,873	61,218	26,539	
1997	1,250,581		250,116	62,529	26,821	
1998	1,262,300		252,460	63,115	24,034	(2)
1999	1,281,385		256,277	64,069	20,720	
2000	1,249,584		249,917	62,479	19,117	
2001	1,265,922		253,184	63,296	15,123	
2002	1,314,146		262,829	65,707	13,253	(2)
2003	1,388,128		277,626	69,406	13,068	
2004	1,437,217		143,722	71,861	14,910	
2005	1,495,756		149,576	74,788	10,686	
2006	1,524,748		152,475	76,237	8,721	(2)
2007	1,862,823		186,282	93,141	6,422	
2008	1,911,676	52,683	105,366	95,584	6,719	
2009	1,951,056	54,293	108,586	97,553	5,470	
2010	1,984,644	58,674	117,348	99,232	4,690	
2011	2,002,337	62,053	124,106	100,117	3,877	
2012	2,032,685	68,884	137,768	101,634	3,143	
2013	2,068,734	69,494	138,988	103,437	41,302	(2) & (4)
2014	2,975,082	68,231	136,462	148,754	37,972	(4)
2015	3,022,744	65,289	130,577	151,137	36,122	(4)
2016	3,053,844	66,849	133,699	152,692	34,213	(3) & (4)
2017	3,087,551	71,118	142,237	154,378	32,241	(3) & (4)
2018	3,112,392	73,569	147,138	155,620	30,205	(3) & (4)

Note:

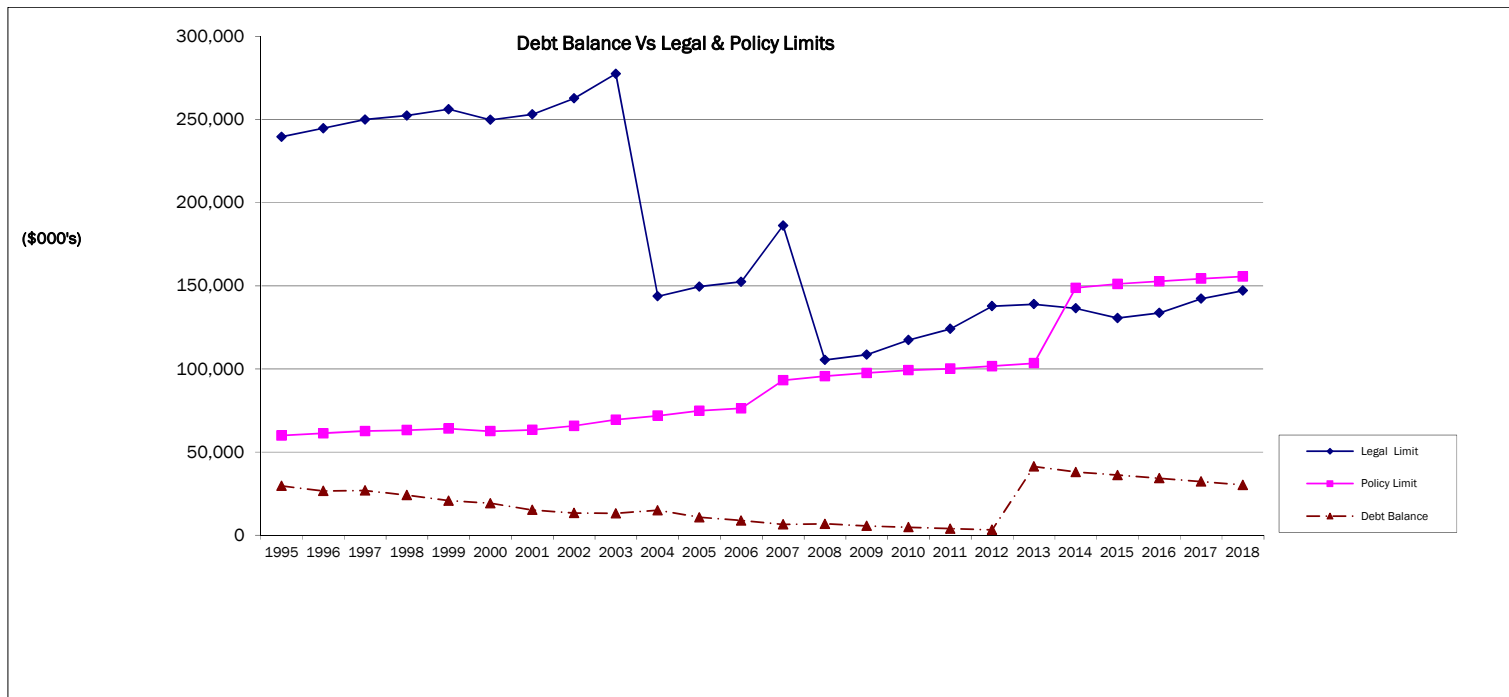
- (1) Prior to 2004, the City's legal limit was 20% of the assessed value of property as per *Cities, Towns and Villages Act* Section 150(2). In 2004, under the *Cities, Towns and Villages Act* Section 112(1), the legal limit was changed to 10% of assessment, and debt service payments were not to exceed 20% of revenue. However starting from 2008, legal debt limit has changed. 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 31/2014, the utilisation of debt limit and debt service was 42.35% and 38.23% respectively.
- (2) General assessment in 1998, 2002, 2006 and 2013.
- (3) For 2017 and 2018, the assessed values are projection only.
- (4) Includes the debt balance of Yellowknife Condominium Corporate No, 8



LONG-TERM DEBT



Legal debt servicing limit is 25% of total eligible revenue. City's debt servicing in 2014-2018 is far below legal limit



Legal limit is two times the eligible revenue and City's policy limit is 5% of assesment. City's debt balance is far below both the legal and policy limits.

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10-YEAR FINANCIAL PLAN

10-Year Capital Improvement Plan (2016 – 2025)

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

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

KEY ASSUMPTIONS

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

- The 2016, 2017 and 2018 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document.
- 2019 – 2025 is based on the best estimates of required future “core” funding levels for capital projects. These estimates are based on the use of the City’s Asset Management Planning tool developed in 2011. The funding requirements include a 3% per year inflation factor. This tool has actually allowed the City to extend the planning horizon to 25 years.
- Formula funding and infrastructure funding from the GNWT are expected to remain stable over the ten-year period. Inflationary increases are expected in the formula funding.
- Gas Tax Funding received from Canada will continue as promised by the federal government and as outlined in the renewed Gas Tax Agreement.
- Any additional infrastructure or stimulus grant funding from other orders of government will be used to supplement the annual core funding levels.
- Development costs for residential and industrial subdivisions are not included in this Plan, as it is assumed that all future development costs will be recovered from land sales.
- City will follow the Ten Year Capital Investment Plan which concentrates on core infrastructure requirements. Each year a new 10th year will be added to the plan. Every three years, the plan will be reviewed in detail and every 5 years the 25 year projections will be expanded.
- In 2013 City borrowed \$23.8 million to finance a new water treatment plant; this has freed up the Gas Tax for other capital projects. Debt

servicing costs for this debt are included in the plan.

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

INFRASTRUCTURE INVESTMENT

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

Currently, planned capital expenditures over the next 10 years are \$192 million. Over the next five years, the planned capital expenditures are about \$114 million and it is projected that the City will be caught up on major backlogs by 2018. A sustainable investment in infrastructure has been established and capital reserve of approximately \$8.9 million will be in place by 2025 for unexpected/ unbudgeted emergencies such as major breakdown, early wear and tear and accidents.

10-YEAR FINANCIAL PLAN

CITY OF YELLOWKNIFE 10-YEAR CAPITAL INVESTMENT PLAN	2016 TO 2018 Budget											2016 to 2025
	2,015	2,016	2,017	2,018	2,019	2,020	2,021	2,022	2,023	2,024	2,025	10 Year Total
Planned Expenditures (\$000):												
General Government	596	484	290	401	490	490	490	490	490	490	490	4,605
Others	240				90	90	90	90	90	90	90	630
IT Reserve	356	484	290	401	400	400	400	400	400	400	400	3,975
Public Safety	317	417	447	175	200	200	200	200	200	200	201	2,440
Safety Equipment	127	227	130	150	200	200	200	200	200	200	201	1,908
Storage Facility												0
Master Plan												0
Firehall	190	190	317	25								532
Community Services	1,445	292	980	4,113	1,994	19,786	8,714	588	802	802	1,013	39,083
Arenas	1,220		50	90								140
RIMP	100		230	575		18,000	7,000					25,805
Library/Arts Cultural (net costs)												0
City Hall - One-stop shopping												0
City Hall - Boiler Replacement												0
Maintenance Warehouses/Storage				1,689							211	1,900
Multi-use Sport Field -Con Mine Property				1,694	1,694	1,694	1,694					6,775
Community Services Other	125	292	700	65	300	92	20	588	802	802	802	4,463
Public Works	10,987	13,779	9,922	11,109	11,490	31,941	11,723	14,406	10,906	10,906	10,906	137,088
CMP replacement	2,795	3,500	3,550									7,050
Other water/sewer projects (Assumes under ground infrastructure)	430	280		3,500	3,500	3,500	4,000	4,000	4,500	4,500	4,500	32,280
Pumphouse Upgrades				510	700	2,422	700	700	700	700	700	7,132
Water Treatment Plant	3,026	150										150
Submarine Intake Line					1,000	19,000						20,000
Lifstation Upgrades				300	300	300	300	300	300	300	300	2,400
Bus Stops						291						291
Roads & Sidewalks	2,460	3,075	2,980	4,155	3,500	3,500	3,500	3,500	3,500	3,500	3,500	34,710
Solid Waste Management	850	850	725	425	440	440	440	440	440	440	440	5,080
Construction of New Cell		3,500						4,000				7,500
Community Energy Plan	300	1,335	1,577	1,100	500	500	500	500	500	500	500	7,512
Fleet Management	1,126	1,089	1,090	1,119	1,550	1,988	2,283	966	966	966	966	12,983
Planning and Development	600	2,100	1,400	1,400	750	750	750	750	750	750	750	8,750
Total	13,945	14,972	13,739	17,198	14,924	53,167	21,877	16,434	13,148	13,148	13,360	191,966
Total Available	15,199	15,792	17,684	17,076	19,455	38,998	28,805	15,210	15,292	15,354	15,967	199,634
Surplus(Deficit)	1,254	820	3,945	(122)	4,532	(14,168)	6,928	(1,224)	2,144	2,206	2,607	
Closing balance	1,291	2,111	6,056	5,934	10,466	(3,702)	3,226	2,002	4,146	6,352	8,959	



10-YEAR FINANCIAL PLAN

MAJOR CAPITAL PROJECTS

General Government

Currently the planned expenditures for the IT infrastructures are \$4 million for next ten years.

Public Safety

In addition to regular safety equipment upgrades over the next 10 years, the City is also continuing its investment in modernizing the fire hall to meet growing needs. In 2015 a stand-alone dispatch centre at Fire Hall has been established. This provides a more stable platform from which to manage emergency situations and deal with incoming calls for service.

The planned expenditures over the next ten years on safety equipment and Fire Hall are about \$2.4 million. As well, over the next 3 years the City is planning to spend \$400,000 to implement the wildland fire mitigation emergency measures.

Community Services

Starting in 2018 through 2021 the City is also planning to build a multi-use outdoor recreation facility on reclaimed land from the Con Mine property. This would be developed in conjunction with a potential new subdivision off of Taylor Road. The estimated cost of the project is \$8.5 million over 4- year period but this will be partially offset by land sales in the new subdivision. In total the planned expenditures for municipal facilities, including parks and trails is \$14.1 million for next ten years. This includes \$8.5 million for new multi-use outdoor facility.

Also anticipated in this 10-year plan, is the design and construction of a new pool. Originally it was estimated that the Ruth Inch Memorial pool would need to be replaced sometime before 2023. It is planned for 2020 and 2021 to coincide with the deadline requirement of New Building Canada Fund. A new pool is required to meet the growing demand for aquatic leisure activity in the City. Estimates have not been finalized but based on the cost of recently completed new pool facilities in northern communities, and depending upon the scope of the project, costs could range from \$30 million - \$40 million. There are also options being considered for an expansion of the existing Ruth Inch Memorial Pool which could result in lower costs. Again,

depending on the scope of the project, the estimate of costs ranges from \$20 - \$25 million.

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

Public Works

The City has developed a Community Energy Plan (CEP) designed to support the community in its effort to reduce emissions and ensure City leads by example. Emission reduction targets of 6% by the community and 20% by the City in 2014 over 2004 levels was met in 2014. The CEP provides a framework on how to reduce the cost of energy uses within both City operations and the community. In 2015 the City conducted a CEP renewal plan for consideration by Council. City is planning to spend \$7.5 million over the next ten years on CEP initiatives.

The replacement of deteriorated corrugated metal pipes (CMP) first began in 1984. Anticipated to be a 25-year program, there remains a significant amount of investment left to complete the project. Under the Asset Management Plan, the City will invest \$10.3 million in this project which will be complete by 2017. While this will specifically address the CMP the City is also planning the subsequent work to replace other aging underground water and sewer infrastructure. Over the next ten years the City will invest \$32.3 million in this area and \$9.5 million in pumphouse and liftstation upgrades.

Just as important as the underground infrastructure are the buildings and equipment that form part of the water delivery system that provides residents with excellent water quality. Expansion of the water reservoir was completed in 2008 and the water treatment plant was completed in 2015. The total project cost of plant is estimated to be approximately \$32.0 million which includes upgrading of all pipes as well as upgrades at Pump House #1. This project is partly financed by the borrowing of \$23.8 million.

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

Historically, a majority of the road rehabilitation program has been financed by long-term borrowing (debentures). In 2005, however, the City decided to reduce its reliance on long-term borrowing. For most of the past 8 years, the road rehabilitation funding was also used to build new roads and sidewalks in new subdivisions. As a result, the timely rehabilitation of existing roads and sidewalks has been deferred. The current level of investment has been insufficient, and as a result there is an immediate need to invest \$14.9 million in our existing road system just to address those roads that are in immediate need of reconstruction or overlay. This will be accomplished over the next five years. In order to maintain all of our roads in proper condition, the City will use Formula Funding (GNWT) and MACA Capital Fund to finance the costs of road rehabilitation and over the next ten years the City plans to invest more than \$34.7 million. Some road rehabilitation is also accomplished at the same time as the CMP replacement program using funds from that program.

The mobile equipment fleet has a replacement value of \$17.7 million and must be maintained to meet the service levels expected by residents. Over the next ten years, City has budgeted \$13 million for the replacement of fleet.

Solid Waste Management

Landfill Expansion – The current cell of the landfill will be at capacity in the near future. By 2017 the City will move the majority of its operations to a new cell which will cost \$3.5 million to construct. Reclamation of the existing landfill will be ongoing until 2025 with a

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

Over the next 3 years the City will continue its investment on the centralized composting project. Composting will divert waste from the Solid Waste Facility, reduce greenhouse gas emissions associated with production of methane in the landfill and produce a finished product which is marketable in Yellowknife and usable for many City projects including cover material for the landfill closure. The first phase of the project was rolled out in 2014 and the second phase in 2015. To date, \$2 million has been invested and over the next three years an additional \$1.6 million will be spent. The planned expenditures over the next ten years are \$5 million for maintaining the Solid Waste Facility and replacement of equipment.

Planning and Development

In 2012 City Council adopted the Yellowknife Harbour Plan and the General Plan. Both plans have a series of recommendations which include initiatives that may attract interest from federal funding agencies. The potential projects include harbour park improvements, trail and boardwalk system and capital area public parks nodes. The City had embarked upon three projects to enhance the waterfront area to date– revitalization of the government dock, the establishment of a public park at Pilots Monument, and the development of the park on Wiley Road (Hank Koenen Park). This will improve public access to City's waterfront with the latter project being completed by 2016. In addition to the City-owned Orser Park the City recently acquired long-term leases to lands on both sides of the McMeekan Causeway which will provide significant opportunities for enhanced public waterfront access with additional funding support.

The General Plan which was developed largely from the Smart Growth Development Plan incorporated a development phasing strategy to guide growth and infrastructure investment over the next five years including Downtown Revitalization. City has allocated \$3 million by purchasing land on 50th Street and has developed a concept for the 50/50 corner parking lot. The phasing of the redevelopment of this and other areas of the Downtown will be contingent upon future capital funding from the City as well as potential land assembly through the City's Land Development Fund.

Administration has had preliminary engagement with various private sectors and public interests on these various initiatives and is confident that



10-YEAR FINANCIAL PLAN

partnership can be arranged to leverage additional resources. The planned City expenditures over the next ten year are \$8.8 million. Any additional resources obtained from other orders of government for related projects will be used to augment this spending.

FINANCING CAPITAL PROJECTS

City uses GNWT formula funding, government grants, property taxes, water and sewer fees, and solid waste fees and levies to fund capital projects and reserve funds. Currently part of the property tax revenue is used for debt servicing costs. Existing budget policies direct that a minimum of 10% of property tax revenue be used to finance capital projects or debt servicing. The City's Asset Management Plan has identified that a transfer of \$1.7 million per year will support a sustainable capital investment strategy along with the funding received from other orders of government.

Presently the City has two major reserve funds. They are the Major Community Facility Reserve (MCFR) and the Mobile Equipment Reserve (MER). The MCFR is used to fund major capital projects such as the City Hall and Library renovations. It is our plan to keep MCFR at about \$2.5 million. Any replacement or addition of such facilities will require additional funding from other orders of government and will be subject to detailed public consultation prior to committing funds. The MER is used to fund the replacement of the City's fleet of vehicles. In addition, there will be a Capital Reserve in place to meet the emergency/ unbudgeted events. The reserve will be about \$8.9 million to be accumulated over the next ten years.

LONG-TERM DEBT

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

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

Under the Asset Management Plan, the City has borrowed \$23.9 million in 2013, repayable over 15 years, to finance a new water treatment plant. This has greatly free up the Gas Tax to accelerate other capital projects allowing the City to complete the CMP program by 2017.

The City is planning to borrow \$20 million to finance the replacement of underwater pipeline and this will free up the capital funding for other capital projects and new pool in 2020.

It is anticipated that the long term debt will decrease from \$22.9 million in 2014 to \$20 million in 2016. However if the City borrows \$20 million for the underwater pipeline, the debt servicing will increase from \$2.1 million in 2018 to \$2.2 million in 2019 and \$4.1M in 2021. Both debt and debt servicing are still within the legal limit and have been including in the Asset Management Plan.

SUMMARY

As laid out in the Asset Management Plan, over the 2016 - 2025 planned capital expenditures of the City will average \$19.1 million a year. The City will be caught up on major backlog of linear asset deficiencies by 2018. The Asset Management Plan enables the City to establish a sustainable investment in infrastructure.

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

However, replacement of existing facilities and acquisition of new facilities will be subject to a different process. Requests for replacement of existing facilities or acquisition of new facilities will be based on Council priorities. These will be reviewed on an annual basis and there will be a detailed community consultation involved

10-YEAR FINANCIAL PLAN

before final budgetary commitments are made. The City will rely on specific grants from other orders of government for these types of capital investments or will be required to seek voter approval for any borrowing that would be required to fund these types of investments.



The 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, as well as 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 ix **Departments:** Administration, Community Services, Corporate Services, 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.

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

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

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

READER'S GUIDE

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 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

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)



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 Fee: 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.

Abbreviations:

Avg.	Average
CCBF	Community Capacity Building Fund
CTV Act	The <i>Cities, Towns and Villages Act</i> (the GNWT legislation which governs municipalities)
GNWT	Government of the Northwest Territories
IT	Information Technology
GFOA	Government Finance Officers Association of the United States and Canada
MACA	Department of Municipal and Community Affairs (responsible for enforcing legislation dealing with municipalities)
MCF Reserve	Major Community Facility Reserve
MER Reserve	Mobile Equipment Replacement Reserve
MSC	Municipal Services Committee
O&M	Operating and Maintenance
PATA	<i>Property Assessment and Taxation Act</i> (GNWT legislation which governs the City's authority to assess and tax)
PSAB	Public Sector Accounting Board of the Canadian Institute of Chartered Accountants
PY	Person-Year
UPS	Uninterrupted Power Supply
WSCC	Workers' Safety and Compensation Commission

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BUDGET POLICIES

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

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

BUDGET POLICIES

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

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

Adopted: September 25, 2000/Implemented May 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.

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.



BUDGET POLICIES

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 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.

BUDGET POLICIES

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

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.



BUDGET POLICIES

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 sources 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.

BUDGET POLICIES

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 plan to restore the financial position of the City.

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.

Adopted: September 25, 2000/Implemented November, 2001

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;



BUDGET POLICIES

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 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

BUDGET POLICIES

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.



BUDGET POLICIES

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. 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

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