

# YELLOWKNIFE NWT

# Life



Record \$84.5 million in **Construction Starts**

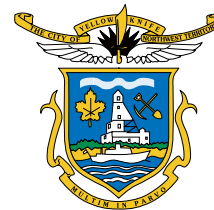
Recycling: **a City Commitment**

Smart Communities, **Smart Systems**



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Financial  
Reporting

Presented to  
City of Yellowknife,  
Northwest Territories  
For the fiscal year ending  
December 31, 2002



*Edmund Hamstra*  
President  
*Jeffrey L. Case*  
Executive Director

**City of Yellowknife** Annual Report  
For the year ended December 31, 2003

Prepared by the City of Yellowknife  
Department of Corporate Services  
4807 - 52nd Street,  
Yellowknife, NT Canada

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Robert Redshaw

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# Building for **our future**

As I begin a second term as Mayor of Yellowknife, I am proud to see the progress the city has made since the turn of the new century. We have adapted to the changes brought about by the division of the territories and the closure of the city's two gold mines while seizing the opportunities brought about by the emerging diamond trade in the North.

Yellowknife today is a healthy city in every sense of that word. We enjoy an active lifestyle of outdoor recreation in one of the most beautiful and pristine settings in Canada. Our population is growing steadily as people from all walks of life and many different countries choose to make our city their home. Even where there are problems, people are working cooperatively to find solutions. Our economy is diversifying beyond the traditional pillars of gold and government. Our city finances are solid, thanks to careful management and improvements in our planning and budgeting processes.

This is a very exciting time for the City of Yellowknife. We are hard at work to position ourselves as the Diamond Capital of North America™ to maximize the opportunities presented by this new engine in our economy. At the same time, it is important that we take care of the small details and continue to run our administration in a responsible manner and with the input of all our residents.

Since our election in October 2003, your new city council has developed a series of goals to guide our progress during this term of office. The goals are discussed later in this report. We have committed ourselves to open interaction with the people of Yellowknife. We will use tools such as this report, the annual citizens' survey and our newly designed website to provide you with the information you want and need. In return, we hope to hear from you, what you want from your council and city administration.

I truly believe Yellowknife is one of the finest places in Canada to live, work and raise a family. We face wonderful opportunities. Let's all work together to make this city the best that it can be.

All the best,



Mayor Gordon Van Tighem



# Our City Council

## 2004-2006: goals and visions

Yellowknife City Council has been working to define our goals for the future. We started with ourselves, making our first goal to create:

1. an open and responsive local government committed to providing excellent public service and evolving to meet the changing needs and priorities of its citizens.

We intend to work with other levels of government and the many groups concerned about our community. We will continue to keep residents informed and seek public input through the City's website, the Citizen Survey, and other effective communication tools.

All Yellowknifers want to live in a healthy, clean community and to protect the things that make this city special. Therefore, our second goal is to create:

2. a safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

This means reviewing and updating the programs, policies and by-laws through which we protect the quality of life in our city. It also means entering into partnerships to identify and preserve heritage sites.

No city can progress without careful planning and we have made a commitment to:

3. a well planned city that promotes responsible and quality urban development.

We will adopt a new General Plan to guide our long term planning, and conduct a review of the Zoning by-law.

Similarly, we cannot make the most of our future if we waste time and money, so we want:

4. a financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

Our staff are among the city's greatest resources, providing responsible and caring service to residents. We plan:

5. to maintain a professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

As a result of these efforts, we will achieve our final goal:

6. to have a diverse and vibrant economy.

We plan to maximize tourism and resource development opportunities, attract new families to the city and diversify the economy so that Yellowknife can prosper on many fronts. Yellowknife is one of the finest places in Canada to live, learn and grow. We commit ourselves to building an even stronger community. *YKLife*



Deputy Mayor

**Wendy Bisaro**

*Wendy has lived in Yellowknife since 1971. Her work experience includes teaching, working in the travel industry and mothering two children. Wendy is currently in her second term, and was first elected as City Councillor in 2000.*



Councillor

**Bob Brooks**

*Bob has been an active resident in Yellowknife since 1980. He is currently a Senior Policy Analyst for the Government of the Northwest Territories Department of Resources, Wildlife and Economic Development. Bob has served three previous terms on Council starting in 1991.*



Councillor

**Doug Witty**

*Doug has resided in Yellowknife since 1970. He has been self-employed running his own business since 1987. Doug was elected to City Council in 2003.*



Councillor

**David McCann**

*David has lived in Yellowknife since 1974, initially working with the Government of the Northwest Territories while raising two sons. He has owned and operated his own consulting firm since 1982. He has served on City Council since 1999.*



Councillor

**Blake Lyons**

*Blake came to Yellowknife from B.C. He is President of the Northwest Territories Association of Communities, Director with the Federation of Canadian Municipalities and a labour relations consultant. He has served on City Council for five terms since 1987.*



Councillor

**Kevin O'Reilly**

*Kevin has lived in Yellowknife since 1985 working for Aboriginal, federal, territorial government agencies on land use planning, environmental assessment and resource management. He has served on City Council since 1997.*



Councillor

**Alan Woytuik**

*Alan has been a resident of Yellowknife since 1982. He is employed by Yellowknife Catholic Schools as Supervisor of Maintenance. Alan has served on City Council since 1999.*



Councillor

**Mark Heyck**

*Mark was born and raised in Yellowknife. He works at the Prince of Wales Northern Heritage Centre as an Online Exhibit Coordinator. Mark was elected to City Council in 2003.*

## Planning for the future...

Welcome to Yellowknife, a unique and surprising place. From a little gold mining town on the shores of a big lake, Yellowknife has evolved into a sophisticated city. The discovery of diamonds north of Yellowknife has spurred its recent economic growth, and helped the city move from a gold mining town to the Diamond Capital of North America™.

Close to 19,000 people choose to call Yellowknife home, and it's no secret why. Where else can you enjoy a lifestyle that offers all the conveniences of big city living just moments away from pristine lakes and some of the most beautiful wilderness terrain in the world? And with a brilliant future as home to diamond manufacturing and retail activity, Yellowknife is an ideal base for employees and supplies for the region's diamond mines. With all that is happening within the city limits, it's hard to believe that Yellowknife is the country's second-smallest capital city!

The diamond mines north of Yellowknife have made Canada the third largest diamond producer in the world, producing 12 per cent of the world's diamonds by value. By continuous promotion of its resources and facilities, Yellowknife is establishing itself as a diamond centre on the international scene. With two diamond mines in production and a third slated to open in 2006, the diamond industry takes its place alongside tourism, transportation, expediting, gold and government as an integral part of Yellowknife's increasingly diverse economy.

Tourism also plays an increasingly important role in the repositioning from gold to diamonds. Trademarks, street banners, promotional materials, advertising, trade and media hosting, and participation at trade and consumer shows are just a part of the strategy that Yellowknife has employed to encourage "diamond tourism". These efforts have received national and worldwide attention, and a jointly managed study by the City of Yellowknife and the territorial government is currently underway to develop a guiding business plan that will enable Yellowknife to further develop its diamond tourism vision and the necessary supporting services and infrastructure. *YKLlife*



Photo by Robert Redshaw



Photo by Tim Atherton

## 2004 PLAN:

**The City of Yellowknife 2004 General Plan provides the direction needed to effectively manage growth, change and opportunities by setting planning objectives, policies and specific actions that address emerging issues with innovation, practicality, sustainability and environmental responsibility.**



Photo by Tessa Macintosh

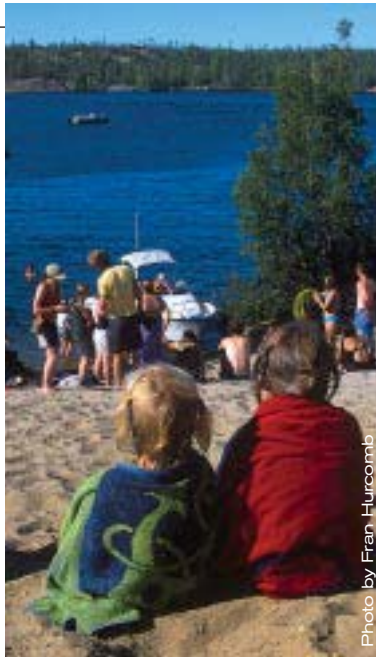


Photo by Fran Hurcomb



Photo by Tessa Macintosh



Photo by Tessa Macintosh

## Top notch community services and recreation facilities

While the city is increasingly known for diamonds, it offers much more for visitors and residents. The natural beauty of the area attracts thousands of tourists each year who come from as far away as Japan for the hunting, fishing, and wildlife viewing, and to see the amazing displays of the aurora borealis each winter.

The city is the territorial centre for health care, with the modern Stanton Territorial Hospital plus a full range of medical clinics and dental services. Yellowknife is the central hub for air transportation in the Northwest Territories, with multiple flights daily to southern destinations such as Edmonton, Calgary and Winnipeg, and flights to communities throughout the north. It has been the capital and home to the Legislative Assembly of the

Northwest Territories since 1967. Both federal and territorial government services for the Northwest Territories are centred here.

Yellowknife's young, energetic population enjoys an excellent school system, with both a Public and a Catholic school board, each offering French immersion up to Grade 12. There is also a Montessori school, and École Allain St-Cyr, a French-language school with classes available up to the Grade 10 level. For post-secondary education, Aurora College offers a wide variety of classes, and has affiliations with colleges and universities in other parts of Canada.

Yellowknifers make the most of their top-notch community services and recreational facilities. Highlights of the past year

*Continued on next page.*

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include opening of the new Multiplex which features one Olympic-size and one NHL-size ice surface for hockey, figure skating, speed skating and broomball, as well as a gymnastics facility and multi-use areas. Improvements were made to the Ruth Inch Memorial Pool, which continues to be one of the busiest facilities in town. Last year, the pool offered over 3,000 hours of programs and, for the first time, ran a junior lifeguard training program.

Residents also enjoy the use of an excellent public library that provides access to thousands of books, and free computer and Internet services. In addition, the library provides thousands of hours of programming, such as the Philosopher's Café, children's reading programs, evening story hours, and readings by visiting authors such as Hazel Hutchins, Gloria Sawai and Fred Stenson.

Great Slave Lake defines the city's location and is popular for many recreational activities. The city is working to enhance its waterfront features and took a first step in 2003 by starting construction on the Rotary Waterfront Park on Yellowknife Bay, and a new boat launch at the former Giant Mine townsite. *YKLife*



Photo by Luke Marshall



Photo by Luke Marshall

# 2003 Record Year for Construction Starts

2003 was a spectacular year for the city and its residents. Construction starts came in at a record \$84.5 million as major commercial and residential projects progressed. The city issued 50 more business licenses than in the previous year. The city's steadily growing population is prompting construction of many new homes – there were over 500 new residential units built in 2003, including 70 homes in the Frame Lake South residential area. The city's development of the new Niven Lake subdivision progressed with lots in Phase 4 being sold for construction of new homes. Both of the city's major grocery stores expanded significantly, with the Co-op nearly doubling in size and Extra Foods constructing an entirely new building.

The city prides itself on planning for its future and making the most of its opportunities. Last year, it began work on a new General Plan to guide further development and growth over the next five years. It also began a Residential Growth Strategy to maintain orderly growth and development in residential areas. Both plans are to be completed in 2004. 2003 also saw the completion of an Industrial Growth Strategy that oversees the progress of industrial development in the city, and the sale of a dozen new industrial land lots in Phase 1.

The city also seeks to preserve its heritage and make the downtown area more attractive. Last year's highlights for the Downtown Enhancement Committee included the creation of two murals on Franklin Avenue, and placement of 13 bike racks in various downtown locations. The Heritage Committee, meanwhile, has been busy documenting historic buildings on the Con Mine property, updating walking guides, adding to the information plaques around town, and participating in the relocation and renewal of our first hospital.

At the same time as it cares for its history, Yellowknife is an innovator in using new technologies. The city is part of the Smart Communities initiative that promotes the use of information and communication technologies in new and innovative ways to empower residents, institutions and regions. The city offers a full range of Internet services to its residents, including online payment for bills and taxes, and booking of programs and facilities on the city's website. The city has also completely integrated its internal computer systems to create seamless services rarely seen in other municipalities.

Yellowknife is a place of contrasts. It is a small city with the facilities and services of a much larger centre. Residents enjoy some of the highest pay scales and lowest unemployment levels in the country. It is ethnically diverse, with over 100 cultural groups represented in the population. Despite its rapid growth, it has kept the charm of a frontier mining town, welcoming all who come, whether it's for a visit or for life.

Welcome to Yellowknife! *YKLlife*



Photo by Jiri Hermann



Photo by Tim Atherton



Photo by Tim Atherton

## Attracting people & business

“Most of my work is seen by people who aren’t here... yet,” jokes Economic Development Director Peter Neugebauer. He and his staff at the Economic Development Department are the marketing arm of the City of Yellowknife. Their job is to attract people and business to the city.

The department supports tourism efforts in and around the city, helps groups that want to host conferences or sports events in Yellowknife and promotes the city to the rest of Canada and the world.

The development of diamond mines north of the city has raised Yellowknife’s profile, Neugebauer says. “We have the luxury of being in the position of responding to a variety of folks who are interested in setting up in Yellowknife. People are much

more aware of Yellowknife, thanks to diamonds.”

That means Neugebauer and his staff can spend less time raising basic awareness of the city and concentrate their efforts on more sophisticated marketing and development programs. They have reduced the number of conferences they attend, for example, concentrating instead on the two major conferences related to the mining industry.

For the past few years, the city has capitalized on the latest trend in its economy by positioning itself as “*The Diamond Capital of North America.*”™ Neugebauer says it’s important to make that title more than just a marketing slogan.

“How do we get tourists here, how do we become a true diamond district, how do we



Photo by Tim Atherton

get beyond having some banners on lamp posts? These are all questions the department is working hard to address”, he says. The department’s vision is to have Yellowknife become inextricably linked with diamonds in the public’s mind. Diamond-related tourism, businesses and expertise would all play important roles in the city’s future. It recently commissioned a study on diamond tourism which is expected to provide some clear direction on how this area could be developed. *YKLife*

## 2003 Canadian Capital Cities Conference

The City of Yellowknife played host to a prestigious conference in 2003 when it welcomed the Canadian Capital Cities Organization. The group includes representatives from Canada’s provincial and territorial capitals and from Ottawa. Its goal is to foster an exchange of ideas among participants from different areas. The organization helps capital cities to work together to promote the historic, cultural, economic and symbolic heritage of the capitals of Canada.

“It was not a large conference, just 50 people,” says Economic Development Director Peter Neugebauer. “The great value for us is in the networking and in sharing best practices.”

The conference received solid sponsorship from Yellowknife businesses both large and small, he added, and this allowed the conference participants to see a great deal of the city, including a tour of the Diavik mine and the Arslanian diamond cutting works.

“We thought it was really important to show these folks the reality of living here,” Neugebauer says. *YKLife*



Photo by Busse/NWT Archives

## Conserve, protect and celebrate

The City's Heritage Committee, comprised of nine Yellowknife citizens and two members of City Council, is dedicated to documenting Yellowknife's historic past and preserving it for future generations.

"Our core activity is to inventory and recommend to Council the designation of heritage sites," says committee chair James Lawrence. "We intend to work closely with council and the administration on the long-term vision and role the city has in managing its heritage resources."

The committee undertook a review of its activities and mission in 2003. This resulted in the establishment of a plan to

track its work and development of a communications strategy, which Lawrence says has resulted in more media coverage of heritage issues.

A significant undertaking for the committee in 2003 was to document heritage buildings on the Con Mine property when the mine announced it was closing. "We tried to work with everyone involved to see if the heritage buildings could be saved and what could be done to help preserve the Con waterfront area," Lawrence says. To date, they have been able to provide funding to the Mine Heritage Society and support the preservation of the Stanton Cottage

Hospital building, which is located on the Con property.

Other 2003 highlights for the Heritage Committee include restoration of one of Yellowknife's first fire trucks (a 1942 Chevrolet, originally used by the Airforce/Army in WW2, seen above); placement of information plaques on the Fireweed Studio cabin and the old Hudson's Bay warehouse; updating and reprinting of the ever-popular walking tour guides; and a "meet and greet" event where long-time residents could share their stories. For residents with an interest in the past and a vision for the future, the Heritage Committee and its projects offer an ideal creative outlet! *YKLife*

## Did you know that...

the Heritage Committee buys art for the city's collection each year? In 2003, the committee was able to buy three pieces that were displayed at the annual Heritage Committee Art Show. They are: Terrance Pamplin's pastel portrait of Erik Watt, Dean Robertson's painting of the

Robertson Headframe at the Con Mine, and Fran Hurcomb's photo album of the last days at the Gerry Murphy Arena. All the art submitted for the show was displayed at the Prince of Wales Northern Heritage Centre for a full month.

## Citizen's Survey

The Citizen Survey is a tool used by City Council to obtain feedback from residents with respect to their concerns, needs, attitudes and priorities. It has been conducted on an annual basis since 2001. This year, information was collected between February 16th and 25th, 2004 by Ipsos-Reid in partnership with Kellett Communications.

This year's survey focused on residents' perceptions of the City and attitudes towards living in Yellowknife, Economic Development & Heritage Preservation, Financing Options, Emergency Services and the new Multiplex.

A total of 800 telephone interviews were completed and overall results were weighted to ensure that the age/gender distributions reflected the actual population in Yellowknife in accordance with the 2001 census data. Overall results are accurate to  $\pm 3.5\%$  nineteen times out of twenty. More detailed results are available, either on-line at the City's website or at City hall reception. *YKLife*

### The Survey Says...

#### Taxes are well Spent!

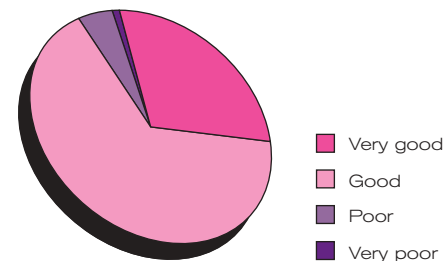
Seven in ten residents (71%) feel they receive "very good" or "good" value for their tax dollars. The reasons for this? Municipal services topped the list, with an emphasis on road maintenance and clearing. Others cited parks and recreation facilities, such as the Multiplex, which 76% of residents say they're happy with. *YKLife*

## SURVEY FACT:

This year, the Citizen Survey showed far more support by residents for Private-Public Partnerships and/or Corporate Sponsorships than for new or increased user-fees. And the City's joint partnership with Diavik and Facilities for Kids to achieve early completion of the Multiplex shows that the City is listening!

### The Survey Says...Quality of Life in YK has improved!

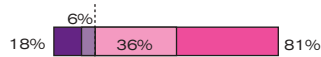
Survey results showed that 94% of Yellowknife residents feel their city offers a great quality of life. As well, 32% reported that their quality of life has improved, a number slightly higher than the 28% reported in other municipalities. *YKLife*



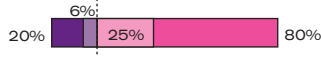
## The Survey Says... About City Vision Statements...

As the graph below indicates, residents are telling us that while we are doing well in some areas, there are others that need further improvement. Stay tuned for continued action on these and other fronts...

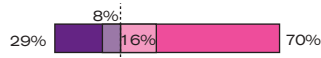
*Has a strong local economy that is made up of many different industries*



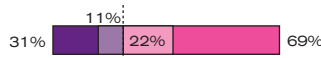
*Has a strong workforce that delivers high quality efficient programs and services*



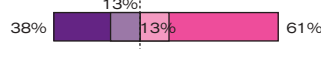
*Is financially healthy, takes good care of the things that it owns and has built, and is able to adjust to ups and downs of the economy*



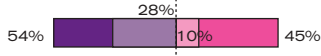
*Is a safe and caring community focused on protecting the natural environment and keeping its rich past*



*Listens to its citizens and makes changes to keep up with their needs and priorities*



*Is a well-planned City that responsibly manages the growth of the City*

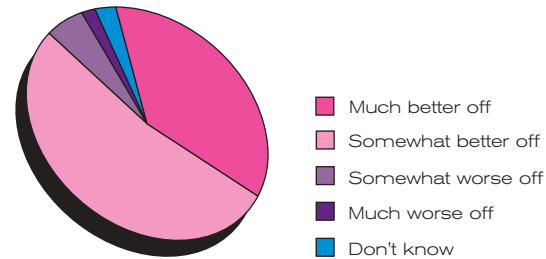


■ Somewhat disagree ■ Strongly disagree ■ Strongly agree ■ Somewhat agree

*The percentages referenced above may not equal 100% as some respondents either declined to answer the question or replied "don't know".*

## The Survey Says...Residents Think their Futures are Bright!

Not only are 90% of residents positive about their long-term future, but nearly seven in ten (67%) also feel much hope for the future overall. When compared on both a national and an international basis, Yellowknifers are exceptionally optimistic - even more so than our neighbours to the far south, the Americans, who come in at 61%! *YKLife*



## The Survey Says... Our Logo is a Hit!

The Yellowknife, Diamond Capital of North America™ logo was trademarked by the City's Economic Development Department in 2002 and is both well-recognized and supported by residents. Nine in ten residents are aware of this branding initiative and 91% support it! Overall, residents also believe that tourism is key to encouraging further economic development in the City. Bring on the planes, paddles and R.V.s! *YKLife*

## The Survey Says...Emergency Services are Important!

Virtually all residents say that ambulance (99%), firefighting (99%) and rescue services (98%) are important; and satisfaction with all three services is 90% or higher. Good work, Fire Division!

**The City Says...** Thank-you to all residents that took the time to participate in this year's Citizen Survey! *YKLife*

## Community services ... always on the go

A very busy and energetic Community Services Department is largely responsible for the many recreational programs, services and facilities that make Yellowknife such a great place to live.

The Ruth Inch Memorial Pool is one of the busiest of Yellowknife's facilities, according to Community Services Director Grant White. Last year the pool offered over 3,000 hours of programs and was rented out for parties and private events for close to 1,000 hours. Sponsored swims – where the public swims free as corporate sponsors pick up the tab – also continue to grow in popularity.

New in 2003 was the Junior Lifeguard program. "It's intended to catch the interest of kids at a young age, bring them through the program and when they reach the right age, they can become lifeguards," White says.

2003 saw the opening of the new Multiplex in cooperation with the Yellowknife Gymnastics Club and the Department of National Defence. This new facility houses ice surfaces for all our ice sports as well as gymnasium space and workout room.

In 2003 construction began on the Rotary Waterfront Park on Yellowknife Bay next to the Dettah winter ice road entrance, and will likely be completed in 2005. "It's what we call a 'passive park'," White says. "One side of the park allows water access to Great Slave Lake. The other side has a nice picnic space and parking area." Development of the waterfront park will continue in 2004 with a boardwalk built out towards the nature preserve in the area.

The department also developed a new neighbourhood park on Magrum Crescent. "The community identified a need for a park in that area and recommended a place to put it," White explains. "We worked with them to determine what should go into that park."

The Community Services Department offers a myriad of recreational programs. Last year, Yellowknifers took advantage of 300 recreational or playground programs – an astounding 4,000 children took part in the city's summer playground program! In addition to the indoor courses and sports activities, Community Services organizes community events like the annual Santa Claus Parade, the December Celebration of Lights, the Annual Spring Cleanup, the Annual Lawn and Landscape competition. It also coordinates the local Canada Day celebrations. All in all, it's a busy place and always on the go! *YKLife*

## EVENT FACT:

Thanks to hundreds of hardworking volunteers and community-based organizations, Yellowknife enjoys these (and more!) terrific events and entertainments throughout the year:

- Caribou Carnival
- Canadian Championship Dog Derby
- Spring, Fall and Christmas Trade Shows
- NWT Mining Week
- Aboriginal Day Celebration
- Raven Mad Daze
- Midnight Sun Golf Tournament
- Festival of the Midnight Sun
- Canada Day Parade
- Funkfest
- Folk on the Rocks Festival
- International Airshow
- Various theatre and musical productions throughout the summer and winter, both indoors and outdoors!

# It's happening... at the Library

If you are looking for something new and entertaining, you can rely on the Yellowknife Public Library to provide it. The library organizes a variety of activities throughout the year, including an extensive children's program, sessions with visiting authors from across Canada and local programs and events for teens and adults.

The new "Philosopher's Café", is a monthly program for teens and adults, where a guest moderator speaks on a topic and the participants discuss the issues surrounding it. Public Service Librarian, Shad Turner has recently moved to Yellowknife from Vancouver and he is organizing the Café. It is, he says, "a unique forum for people to discuss perplexing issues that we face daily."

For anyone who wants a change from the strictly 'written' word, the library has recently

introduced graphic novels for young people and it is continuing to expand its collection of books on compact disc and movies on DVD.

In keeping with the library's expanded offerings and new programs, they are also putting a new face on the old walls. Thanks to the NWT Arts Council, who provided funding for two mural projects, Yellowknifers can enjoy the work of two local artists in the library itself. And with other major renovations that have been done in the front entranceway (seen below), "the library will have an enhanced and expanded circulation area with new and efficient furniture as well as additional storage for compact discs and video," says manager Deborah Bruser.

Drop by to see what's new or visit the city's website to see what's happening at the library. *YKLife*



Photo by Luke Marshall



## LIBRARY FACTS:

The Library ran 113 programs for 2,400 participants in 2003, that's one in eight residents taking part in a library program.

## City crews: on the roads and in the classroom

Look around town at any time of year, and you'll be sure to see Public Works and Engineering (PWE) hard at work. Crews were busy in 2003 with water and sewer improvements on Niven Drive, Bigelow Crescent and Dusseault Court. Altogether, they replaced 310 meters of old water and sewer mains, replaced the water and sewer connections for 54 houses, and laid 880 meters of new water and sewer lines. Plans for 2004 include water and sewer improvements on Rycon Drive, and parts of Williams and Bigelow Crescents.

Last year's paving program saw 900 meters of new road, including curbs, gutters and sewers. In the Old Town, the road got a facelift and sidewalks were added to a section of Franklin Avenue. Crews maintained and replaced culverts and ditches in the Kam Lake industrial area and found a new use for old tires by packing them into bales and building a retaining wall to prevent soil erosion from the community garden. Paving plans for 2004 include the Franklin Avenue Hill, as well as 49th Street, 49th Avenue, and two downtown lanes.



Photo by Jiri Herrmann



Photo by Jiri Herrmann

Public Works also plays a big role in keeping Yellowknife's recreational facilities in good condition. This year, crews did their part by building a new ball field at Parker Park, and renovating the field at St. Joseph's School.

In an effort to control the mosquito problem, Public Works has a program to drain standing water on open land. "We correct the drainage problems," says Dennis Kefalas, Manager of Public Works. "It helps to keep the mosquitoes down when they have fewer places to hatch."

A new ventilation system was installed at the city garage, which improved the air quality in the garage. Partnering with the Department of Education, Culture and Employment to provide a workplace education program for its staff, PWE employees can take advantage of tutoring services at a classroom in the garage to study for trades certifications or other types of education. *YKLife*

### Safe water is a priority

The Department of Public Works is preparing for new legislation which will change the way City water is prepared for drinking. The new legislation requires communities that take their water from a surface water supply, such as a river, to run the water through a full-scale treatment plant.

Yellowknife's drinking water comes from the Yellowknife River and the water is disinfected with chlorine. In 2003, the Department of Public Works started phase one of a pilot water treatment project. The department installed a small treatment plant that treats the water with a series of sand filters in addition to chlorination. *YKLife*

### Try it, you'll like it!

Ridership on the city's transit system remained steady last year with 131,000 riders using the service. The Department of Public Works hopes to increase the number of people taking the bus to get around town this year by changing the bus routes to make them more convenient.

The city took several steps to attract more people to the bus system last year, including giving away bus passes at public events and passing a bylaw to help prevent vandalism and unruly behaviour on the buses. *YKLife*

# Yellowknife recycles... Do You?

Does my recycling really go anywhere? What is really recycled in YK? What can I do?

The answer to all of these questions, and more, can be found in the City Commitment newsletter, created to keep Yellowknifers informed of the city's recycling initiatives. "In addition to our ongoing recycling improvements, we set out to establish more of a visual profile for recycling last year," says Environmental Coordinator Katherine Silcock. Along with the newsletter, a new logo was designed for the recycling program, and the recycling portion of the city's website was revamped with a new look and more information.

On the practical side of things, the recycling program staff has made the city's landfill facility easier to use by creating new signage that helps people dispose of their garbage in specific areas. "It makes the place so much more organized," Silcock says. "With waste going to the right places, items are more likely

to be recycled and the landfill can be used more efficiently."

Also at the landfill site, staff are now weighing commercial garbage trucks to record just how much waste is coming in. Silcock explains that improved computer software allows the staff to keep better tabs on what is coming into the landfill. "There was information available before, but it took a lot of effort to get it. Now we'll be able to track our improvements."

Back once again is the popular "blue fish" awareness program so keep an eye out for blue fish appearing on Franklin Avenue over the summer. The program, which is very popular with children, consists of painting blue pictures of fish beside the City's street drains to remind people to use water carefully. "It's designed to inform people that whatever goes into a storm drain goes into fish habitat," Silcock says. "Oil changes, people washing their cars, it is important to remember that anything poured down a drain ends up with our fish." *YKLife*



## RECYCLE FACTS:

In 2003, Yellowknife recycled:

Cardboard and Newsprint	214 tonnes
Milk Jugs	12 tonnes
Automotive Batteries	73 tonnes
Waste Oil	10,000 litres
Aluminum Cans	1 tonne

## 3623 trees saved

Yellowknifers are saving trees, more than ever before. "Last year, we just about doubled the amount of paper recycled by the city," says the city's Environmental Coordinator, Katherine Silcock. In 2003, the recycling program handled 213 metric tonnes of paper, compared to 143 the year before.

"The company that buys the paper from us gives us a "tree certificate" that shows how many we've saved. We went from 2,453 to 3,623 trees last year and we're hoping to surpass that this year," Silcock says. *YKLife*

## Boats, Trucks and **EMTs**

When it comes to community safety, Yellowknifers can rest assured that their fire department is doing an excellent job. “2003 was a busy year,” says Deputy Fire Chief Clem St. Croix. “We answered over 3,500 calls, and that’s almost ten every day.” St. Croix adds that in order to meet an anticipated increase in the number of calls as the population of Yellowknife grows, four new employees were hired this year, from the ranks of the department’s volunteers. This brings the number of full-time employees to 20, in addition to 14 on-call and four administrative staff.

City of Yellowknife’s full-time firefighters are qualified as Emergency Medical Technicians (EMT), and the new employees are now undergoing a five-month EMT training course here in Yellowknife, with an instructor from the Northern Alberta Institute of Technology (NAIT).

Thanks to the acquisition of a boat from the Coast Guard, Yellowknife firefighters are better able to fight marine fires and perform water rescues near the city. “Anything further out on the lake is up to the Coast Guard,” says Deputy Fire Chief St. Croix, “but this lets us deal with fires on the water and rescues around or near to town.” The boat, a fiberglass-hulled Boston Whaler, has been retrofitted to accommodate a fire pump and other necessary equipment. The boat will be moored at a secure location in Old Town on Yellowknife Bay.

The department eagerly awaited the delivery of a new quint (pictured right), which arrived in June, 2004. The department uses vehicles for a total of 30 years-10 years each as a primary and secondary vehicle, and an additional 10 years as a third-place back up. Engine five has now reached the 30-year mark. “It’s served us well,” says St. Croix, “but it’s now time for it to go the way of all old fire trucks.”

In addition to fire and ambulance services, the department works with the Fire Marshal’s office to conduct safety inspections, including those of daycares and day homes. In 2003, the inspections identified a safety problem with a particular brand of furnace that was installed in some condominiums in town. The department worked closely with the condo owners and the Fire Marshal to solve the safety issue.

This year, the Yellowknife Fire Division and the City of Yellowknife were recipients of the 2003 Community Fire Service Merit Award, through which the Department of Municipal and Community Affairs recognizes the efforts of a fire department and its community in improving the local fire protection system. *YKLife*

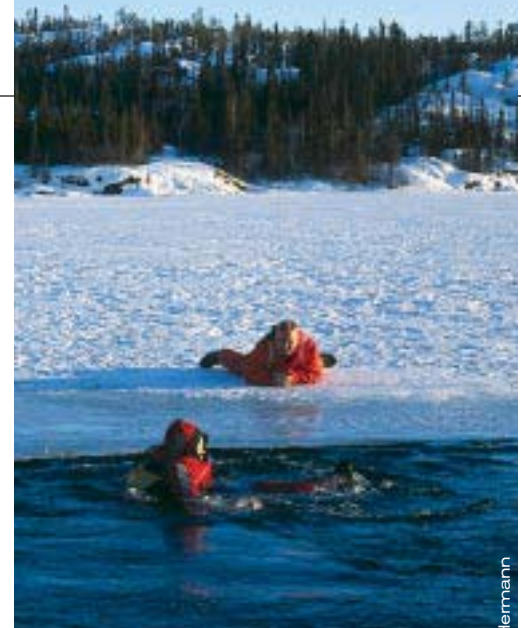


Photo by Jiri Hermann

### **FIRE FACT:**

The Fire Department provides meeting space for the non-profit groups it works with, such as the Coast Guard Auxiliary and Search and Rescue.

# Clumsy goes to the Hospital

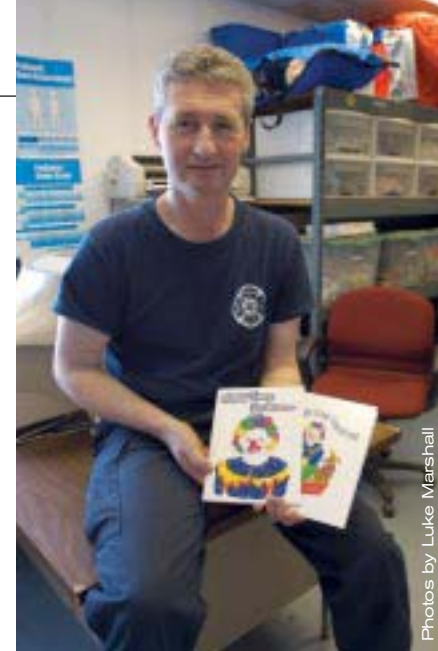
Clumsy the Clown is going to the hospital! Deputy Fire Chief Clem St. Croix has written a third book in the Clumsy series which teaches safety through the clown's adventures.

Clumsy started out as a character the firefighters would take to school visits. He was so popular that St. Croix was inspired to write a storybook that would gently show young children and their parents how to stay safe.

"I thought, why not encourage parents to read to their children," he says. "That way, I could reach the parents as they read the story."

In Yellowknife, the books are distributed through the schools to students in Kindergarten to Grade 3. The Fire Marshal's office circulates the books to other Northwest Territories communities. The production of the books is paid for by corporate sponsorship.

So far, Clumsy has cleaned the chimney for Santa and gone fishing to show summer safety issues. The newest book will focus on safety around Halloween. St. Croix isn't giving away the plot, but says the story features a doctor and a nurse who work at Stanton Territorial Hospital. *YKLife*



Photos by Luke Marshall

## GoodWorks



The men and women of the Yellowknife Fire Department don't just fight fires, they are involved in a wide variety of community projects and fundraisers. Some help supplement the department's budget, while others benefit the community at large.

"We're always active and that's what keeps it being a fun job," says Deputy Fire Chief Clem St. Croix. "It's unique and it's the best job in the world. I don't think I've had two days in my whole career where I've said 'I don't want to go to work today'."

One of the best-known fundraisers is the Arctic Heat calendar. The calendar features stunning pictures of local firefighters. With printing costs covered by the sale of advertising, the sale of the

calendars has allowed the department to donate \$17,000 to the Stanton Hospital Pediatric Unit.

Department staff also helped with the hospital's annual Multicultural Dinner fundraiser and spent time helping with activities at the Baker Centre for seniors. In June every year, the department is heavily involved in the Safe Kids Canada campaign, and holds an open house and Fire Prevention Week activities.

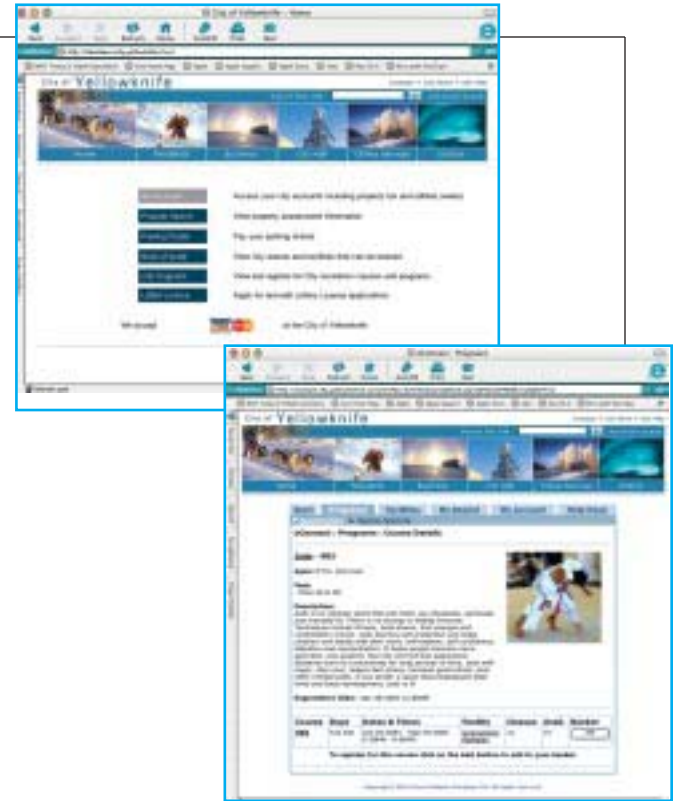
The department also raised some funds of its own with the Mini Hoops basketball tournament, which was completely sold-out. *YKLife*

## City systems the envy of Microsoft™

One of the most innovative improvements at City Hall this past year is almost invisible to the public. Thanks to a unique revamp of the system, the software that handles enrollment for city programs is integrated with the space booking software and with the city's financial software. This means that you can now sign up for programs online; a space cannot be double-booked by accident.

The online booking is a real plus, according to Sharolynn Woodward, Manager of Information Technology for the city. "When it's - 40° C, you don't have to bundle the kids into their car seats to go into the pool and sign up for lessons. You can do it all online!"

Yellowknife is thought to be unique with such an integrated computer system. "It's generating interest from Microsoft™ and from software vendors," Woodward says. The new system was achieved by adapting existing specialized software from different manufacturers to work together seamlessly. The resulting system was given an award of excellence at the 2003 Diamond Mine User conference last year. *YKLife*



## Smart Communities: **smart systems**

The City of Yellowknife is one of the groups that received funding under the Smart Communities Program to demonstrate how new technologies can be used to improve life in the city. Smart Communities is a federal program created to help communities make the most of emerging technologies.

"We used the funding to demonstrate how technology can be used to help provide

services to the public," explains the city's Manager of Information Technology, Sharolynn Woodward. "We enhanced the city website. We completely revamped it and gave it a whole new look. We replaced the existing tax and utility online payment service and made it much more convenient to do business with City Hall."

As part of the Smart Communities project, the city also developed a custom-made

snow machine registration system because, as Woodward says, "there just aren't any snowmobile registration software packages sitting on the shelves."

Later this year, the city looks forward to launching an improved telephone payment system for utility payments and an online lottery licence registration service. *YKLife*

## High tech assistance

The Municipal Enforcement Division spent 2003 preparing for some high-tech changes while keeping the streets safe for Yellowknifers.

The Division is responsible for enforcing municipal bylaws, the *Motor Vehicles Act*, the *All Terrain Vehicle Act*, and issues a variety of permits and licences. Many of those licences belong to snowmobiles; the city has approximately 1,700 registered machines. That means roughly one in ten people have a snowmobile.

Fortunately, the division has a high tech custom-made registration system for snowmobiles. Using handheld computers, the municipal enforcement officers can check a machine's registration out on the trails. And, they can issue court summons on the spot.

"I doubt you'd see those kind of statistics anywhere down South," Manager of Municipal Enforcement Doug Gillard says. "Our snowmobile registration has now gone high tech. It used to be a handwritten form; now it's all on computer and all the registration information can be downloaded to a handheld computer. That way, we can get important information at times when we can't get back to the office."

Thanks to the city's new Wide Area Network installed as part of the Smart Communities project, the division is also looking forward to having laptop computers in the constables' cars. These

computers will be linked to the city's computer network and, while they won't eliminate paperwork, they will allow the constables to spend more time on the road instead of back at the office.

Approximately a quarter of Yellowknife's population is below the age of 15, making children's safety a particularly important issue. The division helps to address this through the yearly Bike Rodeo program. Constables give safety talks to children in Kindergarten to Grade 5 and their teachers follow-up with a written safety test. Each June, the kids gather at the Bike Rodeo to test their skills riding a bicycle. Every child gets a snack and a small prize and the children with the highest scores in each age group win a bicycle.

The Municipal Enforcement Division also teaches snowmobile safety courses twice a month from October to March, depending on participation. The city's bylaw allows people without a driver's licence to use a snowmobile off road, providing they are over the age of 12 and have taken the safety course. "We used to find it was all 12-year-olds taking the course," Gillard recalls. "Now we're finding more and more adults are interested. Some of them, because they're new to town, or maybe they're new to snowmobiling, want to know how to drive safely." *YKLlife*



Photos by Luke Marshall



# Summary of 2003 Financial Statements

The following condensed financial statements are prepared according to Canadian Generally Accepted Accounting Principles, the same basis of accounting as the City's audited financial statements. Visit City Hall or the City website to see the Audited Financial report, which contains the complete audited financial statements and other key financial information.

Statement of	2003	2003	2002
<b>Financial Activities</b>	Budget	Actual	Actual
	(\$000s)	(\$000s)	(\$000s)
Revenue			
Taxes	14,757	14,794	14,471
Government Transfers	7,270	7,952	7,172
User Charges	14,672	22,052	20,463
	<u>36,699</u>	<u>44,798</u>	<u>42,106</u>
Expenditures			
Capital	8,826	9,901	16,599
Debenture Interest	917	851	905
Grants	406	405	385
Land	1,030	5,307	5,503
Operations & Maintenance	11,066	12,015	10,378
Salaries	12,204	12,450	11,206
Valuation Allowance	190	327	368
	<u>34,639</u>	<u>41,256</u>	<u>45,344</u>
Net Revenue	2,060	3,542	(3,238)
Debt Issued	1,482	3,114	1,595
Debt Repaid	(2,116)	(2,022)	(3,051)
Change in Funds Balance	1,426	4,634	(4,694)
Opening Balance	1,176	3,389	8,083
Closing Balance	2,602	8,023	3,389

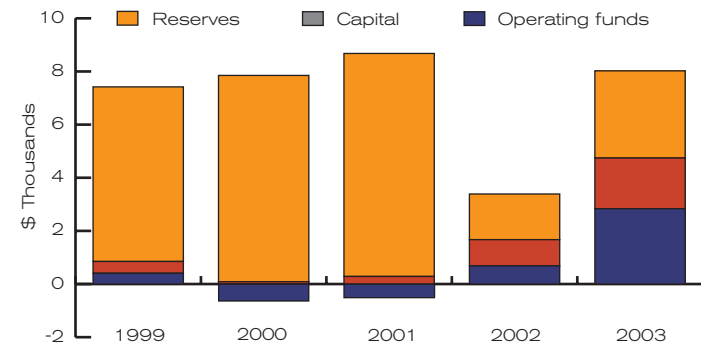
# Management Discussion & Analysis

December 31, 2003

## Summary

Overall the City has managed to improve its overall financial position in 2003 without increasing property tax and user fee rates. This is due in part to the economic growth in the community and increased land sales by the City. However, the City continues to be challenged to fund increasing solid waste, water and sewer and capital costs as well as land fill closure costs. Currently the growth in the assessment base and land sales are compensating for the rising costs in these other key areas.

## Funds balance



Reserves are established at the discretion of Council to set aside funds for future operating and capital expenditures. Operating funds include general operations, water and sewer operations, solid waste management, land development and service connection failure assistance program operations.

## Financial Position

The City's overall financial position improved in 2003. The primary reason for the improvement was the net revenue of \$1.97 million generated on the Land Sales of \$7.3 million in 2003. The City's cash balance at yearend was up modestly at \$3.1 million and receivables were up \$2.5 million due to the land sales. In addition to an improved asset position at year end, the accounts payable were \$1.68 million lower than the previous year.

The City has five operating funds: General Fund, Land Development Fund, Solid Waste Development Fund, Water and Sewer Fund and Service Connection Failure Assistance Fund. The current balance in these operating funds is \$2.8 million compared to \$684,000 last year. Both the General Fund and the Land Development Fund improved their financial condition in 2003 while the Solid Waste Management Fund and Service Connection Failure Assistance Fund are operating in a deficit position of \$633,000 and \$230,000 respectively. The City will be reviewing options to improve the financial condition of these two operating funds in 2004.

The City maintains a Capital Fund and Reserves to fund major capital projects. Both the Capital Fund and Reserves are adequately funded based on Council's approved capital plans.

## Budget Variance

Net revenue/expenditures were \$1,482,000 better than budgeted in 2003. Overall revenues were up \$8.1 million with Land Sales contributing \$6.2 million more than expected. The growth in the community also lead to higher than expected user fees, development levies and government transfers.

Overall expenditures were up \$6.6 million with Cost of Lands Sold contributing \$4.3 million. Carryover capital projects scheduled for 2002 that were completed in 2003 lead to an increase in spending on capital projects. There were certain operating costs that were higher than planned. The City required more staffing for certain recreational facilities (such as Multiplex) and the utility costs related to running city infrastructure increased due to rising fuel costs and increased electricity usage. The other major increase in costs was for contracted services with the major overage in the Service Connection Failure Assistance Fund where costs exceeded budget by \$203,000.

<b>Statement of Financial Position</b>	2,003	2,002
	(\$'000s)	(\$'000s)
<b>Assets</b>		
Cash	3,084	2,728
Receivables	11,234	8,679
Land	2,325	3,946
Prepaid	410	0
	17,053	15,353
<b>Capital</b>	195,586	184,263
	212,639	199,616
<b>Liabilities</b>		
Accrued Liabilities	8,159	9,841
Long-Term Debt	13,079	13,238
	21,238	23,079
<b>Financial Position</b>		
Investment in Capital	183,378	173,148
Operating Funds	4,743	1,671
Reserves	3,280	1,718
	212,639	199,616

<b>Budget Variance</b>	Over (Under) Budget	
<b>Revenue</b>		
Taxation	37,000	
Land Sales	6,232,000	
Government Transfers	682,000	
User Fees	593,000	
Investment Income	209,000	
Development Levies, licenses and permits	324,000	
Other	21,000	\$ 8,098,000
<b>Expenditures</b>		
Cost of Land Sold	4,278,000	
Computer Capital Projects	338,000	
Other Capital Projects	791,000	
Salaries	246,000	
Vehicle Operating and Maintenance	147,000	
Utilities - electricity and fuel	176,000	
Insurance	132,000	
Contracted and General Services	488,000	
Other	20,000	\$ 6,616,000
<b>Net Unbudgeted Revenue</b>		\$ 1,482,000



Photo by Tim Atherton



Photo by Tim Atherton



Photo by Tessa Macintosh



# The boom is getting louder . . .

2003 - a pivotal year for the northern diamond industry. The NWT diamond sector increased its share of the world market, making Canada the third largest producer of diamonds in the world.

Yellowknife has been at the center of the accompanying economic boom. And the boom is getting louder.

With support for all aspects of the diamond pipeline, from exploration and mining to cutting, polishing and diamond tourism, the city truly shines as Diamond Capital of North America™.

Yellowknife - a great place to visit, to live, and to do business! *YKLife*



Photo by Tim Atherton



Photo by Tessa Macintosh



Photo by Tim Atherton



Photo by Tessa Macintosh

[city.yellowknife.nt.ca](http://city.yellowknife.nt.ca)

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