

THE CITY OF YELLOWKNIFE, NORTHWEST TERRITORIES

2006 Budget Update - Programs, Services and Capital Improvement Plan

OUR VISION STATEMENT:

Yellowknife is a cosmopolitan city on the edge of the “wilderness.” We will be a people-focused place of opportunity and equality, that fosters a diverse and thriving economy built upon our vibrant northern spirit and our rich natural, historical and multicultural resources.

We will strive for a safe, caring and healthy community in which residents work together in mutual respect, towards self-sufficiency and an environmentally sustainable economy.

We will emphasize our role as the gateway to the north and become a model northern community in Canada.







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Yellowknife
Northwest Territories**
For the Triennial Beginning

January 1, 2005

President

Executive Director

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 triennial budget beginning January 1, 2005. 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.



PREPARED BY THE CITY OF YELLOWKNIFE

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SUPPLEMENTARY BUDGET MESSAGE

December 20, 2005

Council adopted the 2006 Budget on December 19, 2005 with the following changes to the proposed budget:

General Fund

- Insurance grant from GNWT was decreased from \$716,453 to \$634,000;
- Insurance premium was reduced by \$20,000 to \$877,250;
- Library sub-lease rental income was reduced from \$80,000 to \$40,000;
- Property taxes allocated to the Capital Fund were reduced by \$125,000 to \$1,817,000;
- Public transit contracted cost was reduced by \$37,000 to \$750,000;
- Arena's salaries were understated so they were increased by \$96,800;
- Administration travel expenses were reduced by \$11,000 to \$25,000;
- Property tax revenue from assessment growth was \$45,000 less than expected.

As a result of the above changes, the proposed property tax increase was increased from 1.9% to 2.47% in order to balance the General Fund in 2006.

Water and Sewer Fund

Council decided not to proceed with a 2% increase in the water and sewer rates in 2006 and reduced the transfer to Capital Fund from \$1,779,600 to \$1,648,000.

Land Development Fund

Council decided to proceed with the Green Space Inventory and Physical Attribute Study for \$130,000 in 2006 instead of 2007.

Capital Fund

Council decided to use the MACA Capital Grant \$1,410,000 to finance the following projects in 2006:

- \$500,000 allocated to the Civic Plaza/Somba K'e Park/Library site design & development project;
- \$125,000 allocated to Arctic Winter Games;
- \$75,000 allocated to pedestrian traffic lights at Franklin Avenue and 44th Street project;
- \$150,000 allocated to the Community Energy Plan programs and projects;
- \$100,000 for Field House site plan and design;
- \$132,000 to fund water and sewer projects;
- The balance of \$268,000 was transferred to Major Community Facility Reserve.

There will be no change in Capital Fund balances for the next three years, \$170,000 in 2006 and \$0 balance for 2007 and 2008.

At the January 23, 2006 Council Meeting, Council approved an additional \$60,000 be allocated from capital funding to purchase four new recycling bins to establish a new recycling depot in the downtown area.

BUDGET MESSAGE

In the proposed 2006 Budget the City strives to maintain our quality service levels while meeting the pressures created by growth in the residential and commercial sectors. At the same time, the City needs to adjust to the mine closures and the associated decreases in the industrial tax base.

The guiding principles in the preparation of this budget can be summarized as follows:

- Maintain existing service levels;
- Incorporate a proactive infrastructure renewal plan, specifically the replacement of corrugated metal sewer pipe;
- Identify and incorporate efficiencies wherever possible;
- Align with and support Council's goals and objectives;
- Align with and support Council's adopted financial and budget policies.

City staff strive to provide services and programs in the most cost efficient and effective manner. Administration will continue to evaluate programs and services on an ongoing basis, with any future cost reductions being incorporated and reported in future budgets. The performance measures reported in this budget document will continually be refined and modified to assist in the decision making processes of both Administration and Council.

Prior to examining the challenges and highlights in the 2006 Budget, it is beneficial to discuss some of the highlights from 2005 that have impacted the 2006 budget.

2005 Highlights which impact 2006 Budget

- The City was awarded the 2008 Arctic Winter Games, and planning by the Host Society has already begun.
- The City made the final payment to Diavik Diamond Mines Inc. on the second pad at the Multiplex and the facility is in full operation. This would not have been possible without the generous support of Facilities for Kids that donated \$1 million (\$500,000 cash and \$500,000 donations in kind) toward the project costs.
- There is an estimated \$52 million increase in the taxable assessments in 2005 but the revenue generated by these assessments is expected to be partially offset by an \$18 million decrease in the mining assessments as they continue to shutdown operations.
- The Government of the Northwest Territories will continue to support increasing insurance premiums in 2006.
- Expenditures in the Water and Sewer Fund continue to exceed revenues and a 2% increase in the user fees is recommended for 2006.
- Council adopted a new Solid Waste By-law and user pay system for solid waste collection and disposal.
- Heating fuel costs rose 35% over 2005 budget levels.

BUDGET MESSAGE

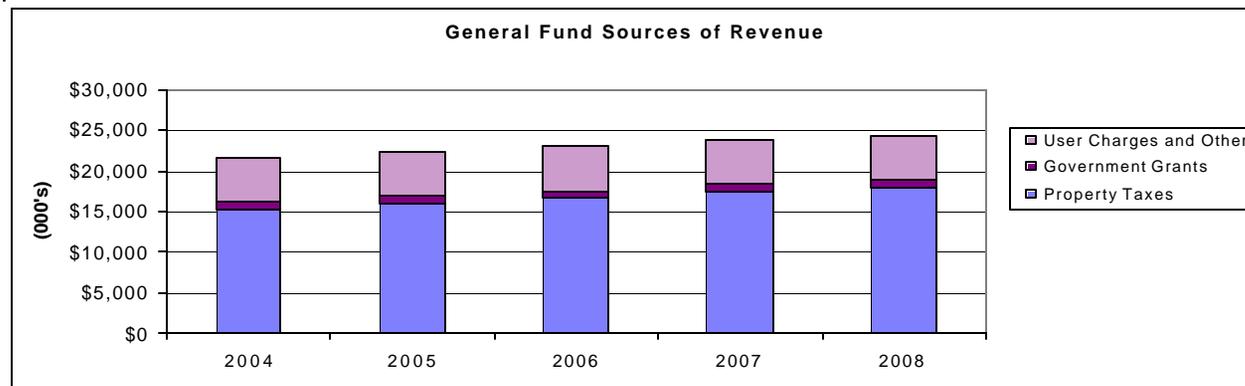
General Fund

The City is experiencing significant growth in the residential and commercial sector while at the same time adjusting to the mine closures. The City expects an increase of \$322,000 in property tax revenues over the previous year's budget estimate. The growth in revenues was limited by the mine closures at Miramar Con, and the Giant mine site occupied by the Department of Indian Affairs and Northern Development (DIAND).

The General Fund expenditures are funded 65.6 % by property taxes, 23.8% by user fees, 3.8 % by government grants, 5.9% by interfund transfers and 0.9% by other revenue sources. Property tax growth has been healthy for residential and commercial entities. However the two mines generated over \$600,000 in municipal property tax revenue in 2005 and this is expected to decrease to \$125,000 by 2008. The City is monitoring the risk associated with this revenue source as the mines transition to an abandonment and restoration stage. The remaining revenue sources are stable, with growth comparable to population changes.

The City is experiencing inflationary and growth oriented cost increases to provide existing services to the residents and these increases exceed our revenue growth. The most significant changes in revenues and expenditures are shown in the chart on the facing page.

The chart shows that an additional \$868,000 (primarily salary costs of \$642,000 and fuel costs of \$221,000) is required to cover inflationary pressures in order to maintain existing service levels.



BUDGET MESSAGE

Adjustments in Proposed 2006 Budget

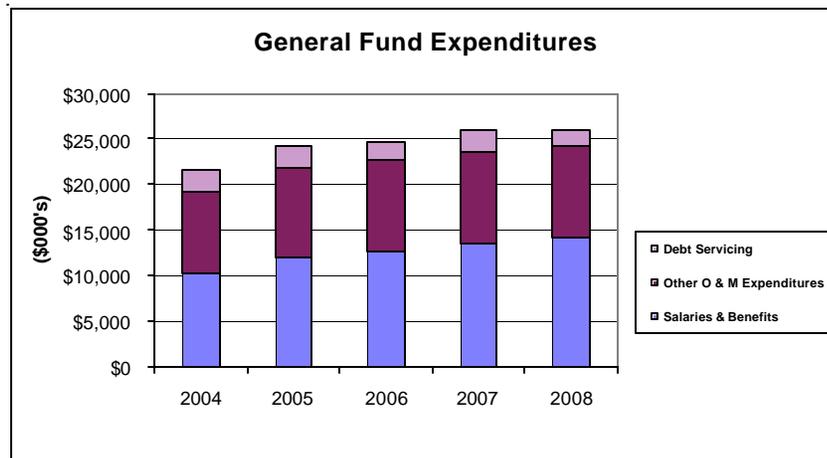
	Existing Standard				Service Level Changes				2006 Impact	
	FTE's	Inflation	Growth	Capital Impact	Sub-total	FTE's	Service Level Changes	New Service/Program		Sub-total
GENERAL FUND										
Operating Expenditures										
General Government - Staffing		245,000	0	0	245,000	1.00	43,000	0	43,000	288,000
Community Services - Staffing		91,000	0	0	91,000		0	0	0	91,000
Planning and development - Staffing		23,000	0	0	23,000		0	0	0	23,000
Public Safety - Staffing		162,000	0	0	162,000	1.00	126,000	0	126,000	288,000
Public Works & Engineering - Staffing		121,000	0	0	121,000		0	0	0	121,000
Software Maintenance/acquisition		0	33,000	0	33,000		0	0	0	33,000
Accessible Transit		0	0	0	0		174,000	0	174,000	174,000
Heating Fuel Costs - 35% increase		157,000	0	0	157,000		0	0	0	157,000
Vehicle Fuel Costs - 42% increase		64,000	0	0	64,000		0	0	0	64,000
Power Costs - 2.7% increase		34,000	0	0	34,000		0	0	0	34,000
Library Occupancy Costs		10,000	0	0	10,000		0	0	0	10,000
Election Costs		0	0	0	0		0	30,000	30,000	30,000
General Assessment Year		0	0	0	0		15,000	0	15,000	15,000
Arctic Winter Games Costs		0	0	0	0		0	125,000	125,000	125,000
		907,000	33,000	0	940,000	2.00	358,000	155,000	513,000	1,453,000
Cuts to Operating Expenditures										
Reduction in Bad Debts		0	0	0	0		(47,000)	0	(47,000)	(47,000)
Corporate Services - Contracts		0	0	0	0		(10,000)	0	(10,000)	(10,000)
Insurance Premiums reduction		(24,000)	0	0	(24,000)		0	0	0	(24,000)
Planning Studies		0	0	0	0		(20,000)	0	(20,000)	(20,000)
Other		(15,000)	0	0	(15,000)		0	0	0	(15,000)
		(39,000)	0	0	(39,000)		(77,000)	0	(77,000)	(116,000)
Net Operating Expenditures	0.00	868,000	33,000	0	901,000	2.00	281,000	155,000	436,000	1,337,000
Operating Revenues										
Assessment growth (excluding Mill Rate Increase)										(322,000)
Debt Servicing Decrease										(524,000)
Increase in Fines										(170,000)
Other										(17,000)
										304,000
Tax revenue increase resulting from recommended adjustments										1.90%

BUDGET MESSAGE

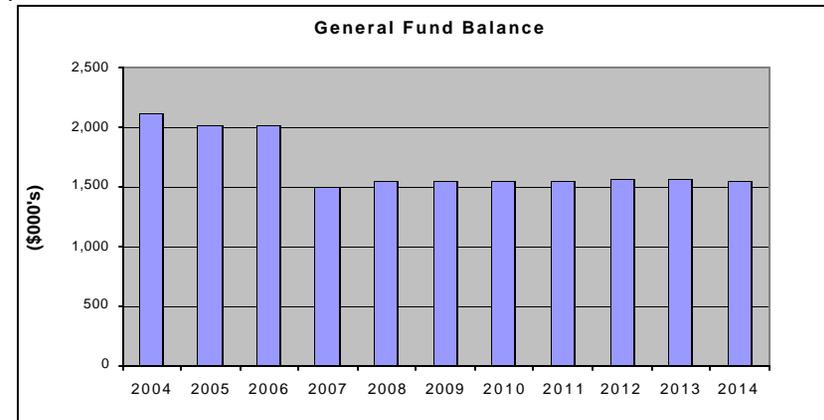
The proposed 2006 Budget contemplates 2 new positions to accommodate growth in services. They are as follows:

- GIS Spatial Analyst (1 position);
- Director Planning and Development (1 new position due to reorganization in 2005).

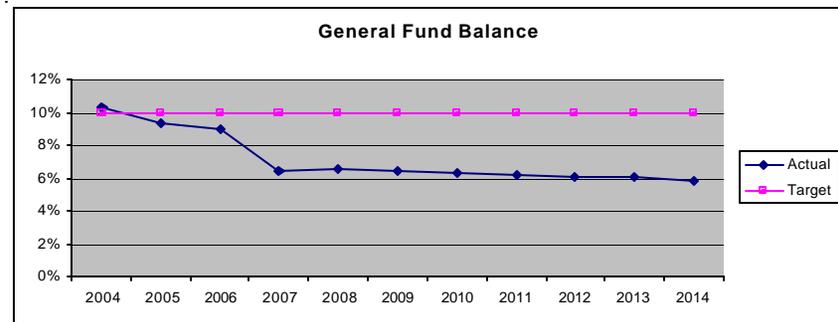
The GIS Spatial Analyst will manage the data in the City's various systems to ensure the City can maximize the benefits of our Geographic Information System. The previous Public Safety and Development Department was reorganized in 2005 to create a Planning and Development Department and a Public Safety Department.



Overall, the recommended budget proposes a 1.9% increase in property tax revenues to balance the General Fund in 2006. Based on a residential property assessment of \$100,000 this represents an increase of \$16 per household. It is expected a similar increase in taxes will be required in 2007 as the full impact of the mine closures is realized.



Based on projected revenues and expenditures, the City will be able to meet the objectives of the Budget Stabilization Fund Policy in 2006.

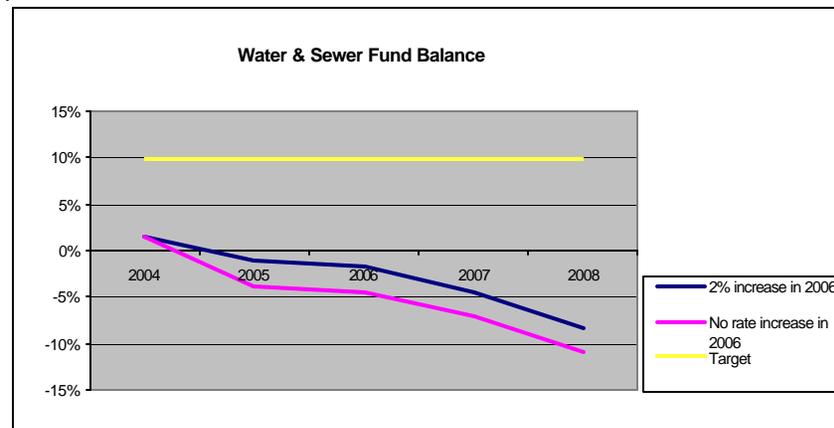


BUDGET MESSAGE

Water and Sewer Fund

In 2006 Administration recommends that water rates be increased by 2% to cover increased expenses attributed to inflation and growth, and that the transfer to the Capital Fund for infrastructure replacement be reduced by \$300,000. This 2% increase translates into a \$1.32 per month increase to the average residential customer. The City has been able to provide a high quality water and sewer service to the residents of Yellowknife while holding the line on water and sewer rates since 1995.

This fund has been operating with an annual operating deficit since 2001. In other words, water rate revenue is not matching the pace of increasing expenditures needed to provide safe drinking water and maintain the infrastructure needed to provide this service. Fortunately, the City continues its progressive capital program to enhance our water and sewer infrastructure while, at the same time, the federal government has increased their funding of the infrastructure gap through the Municipal Rural Infrastructure Fund and the Gas Tax Rebate Fund.



Land Development Fund

It is projected that the Land Development Fund will be in a surplus position of \$1.5 million by December 31, 2005. In 2006, the City is planning to build a \$1 million water booster station required to support development in Phase 7 and 8 of the Niven Lake subdivision and a Niven Lake access road onto Highway 4. There will be a \$1.35 million transfer to the Capital Fund to cover the costs of these projects.

In support of future residential and commercial development, a Green Space Inventory and Physical Attributes Evaluation is planned at a cost \$130,000 in 2006.

In the next three years the City expects to sell additional parcels of City-owned land, such as the remaining Kam Lake industrial lots and parcels of land within Phase 7 of the Niven Lake subdivision.

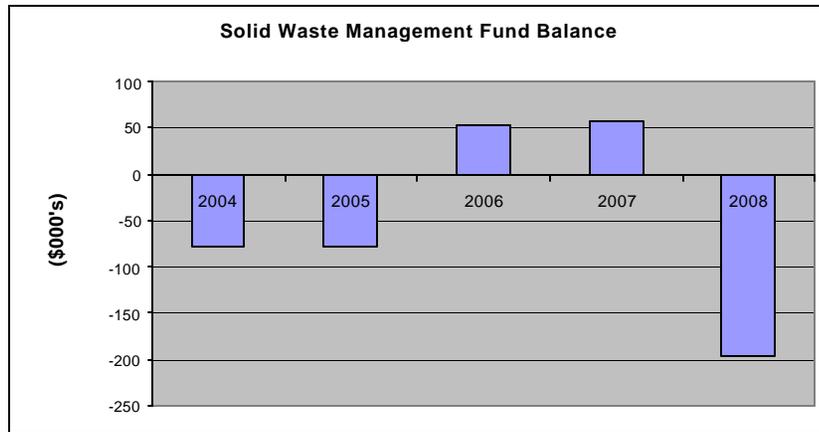
Solid Waste Management Fund

In 2005, Council approved a new Solid Waste by-law and a user pay system for waste collection and disposal. In 2005, a single family and multi-family residence paid an \$11 solid waste levy for the collection and disposal of waste, and a commercial/industrial operation paid \$11 per 1,000 sq. ft. of space.

In 2006, the Solid Waste Management Fund will generate revenues by charging an \$11 solid waste levy for single family residences and rely on tipping fees collected at the landfill for multi-family (5 unit or more) and commercial/industrial operations, as these groups will be charged for waste hauling and disposal by the waste collection operator. This new system is designed on the user pay principle of the more waste you produce the more you should pay for disposal, and it should encourage residents and businesses to reduce, recycle and reuse.

In the 2006 Budget, Administration is requesting capital funding of \$182,000 in 2006 and \$170,000 in 2007 to fund the site restoration liability account for the closure of the existing facility in 2010. This will reduce the impact of site restoration on the Solid Waste Management Fund, and expenditures in the fund will not exceed revenues.

BUDGET MESSAGE



Capital Fund

The City uses GNWT Formula Funding (\$5.75M), government grants (\$2.7M), property taxes (\$1.94M), and transfers from the Water and Sewer Fund (\$2.4M) and the Solid Waste Management Fund (\$0.1M) to fund capital projects and reserve funds. The Reserve Funds, such as the Major Community Facility Reserve and the Mobile Equipment Reserve, are used to set aside funds for major capital expenditures, and reduce the City's need to borrow.

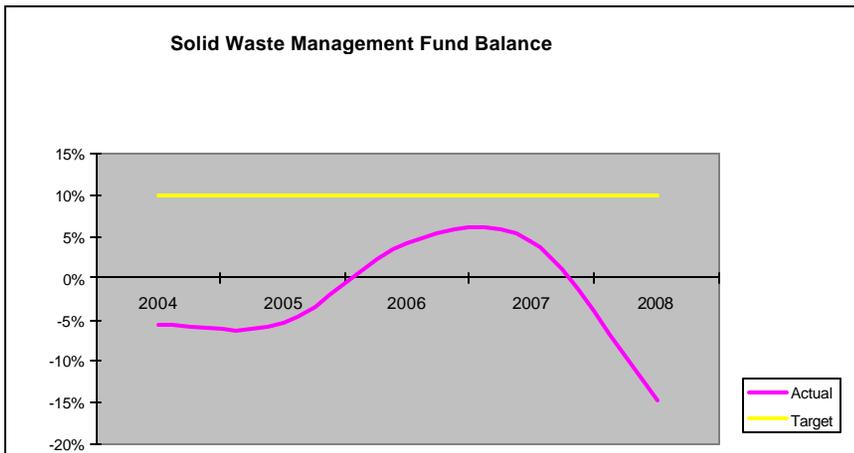
As discussed in the 10-Year Financial Plan section of the budget document, the City plans to reduce its reliance on long term debt to fund core capital requirements, such as road rehabilitation. This strategy will reduce the City's debt servicing costs over the next 10 years and should enable the City to redirect these savings to capital projects that will reduce the infrastructure gap.

In 2006 the proposed budget is planning for new capital projects worth \$11.2 million (2005 - \$9.5 million, excluding carryover projects)

Summary of Major Capital Projects

Community Energy Plan – In 2005, Council created the Community Energy Plan Committee and the committee is working on a Community Energy Plan (CEP) for the City. The 2006 Budget identifies \$40,000 for a CEP Coordinator and Natural Resources Canada is expected to provide matching funds. The budget also includes projects to upgrade traffic lights with a more energy efficient Light Emitting Diodes (LED) system. In 2007 and 2008, the budget provides \$100,000 per year for CEP related projects, and it is expected external grants will be available once the Community Energy Plan is adopted by Council.

Waterfront/Trail Development - The Waterfront Management Study was formally adopted by Council in March 2001. These projects will greatly enhance the quality of life for the citizens of Yellowknife as well as providing tourism opportunities for the increasing number of visitors coming to our City. The City plans to spend \$427,000 over the next three years.



The City will be closely monitoring the new revenue structure and reliance on tipping fees for multi-family and commercial/industrial operations over the 2006 budget year.



BUDGET MESSAGE

Twin Pine Hill – The City entered into a development agreement with Yellowknife River Resources Inc. (“YRRI”) for the development of Twin Pine Hill. The agreement stipulates that YRRI will pay one-half of the costs to develop a trail system on City- owned land. In 2005 and 2006, the City is budgeting \$125,000 each year to fulfill its commitment to develop trails and viewpoints in the Twin Pine Hill area.

Civic Plaza and Somba K’e Park Design and Development – In 2006, the budget recommends \$500,000 for park design and preliminary landscaping of the former Gerry Murphy site and Somba K’e Park. Once the plan is adopted by Council it is expected additional funding will be directed toward this area.

Water and Sewer Infrastructure Replacement - The City started its corrugated metal pipes (CMP) replacement program in 1984 and, based on planned expenditure levels, will complete the program by 2014.

In 2006, the City is planning for the replacement of CMP water and sewer mains in the following areas: Franklin Avenue between 57th Street and Reservoir Road, Burwash Drive from Forrest Drive North to 56th Street, Rycon Drive from Con Road to Burwash Drive. In addition to these projects, Public Works is planning to repave streets dug up in 2005: School Draw between 44th Street and Lundquist Drive, and Gitzel Street between Franklin Avenue and Dakota Court.

Equally as important as the underground systems, are the buildings and equipment that are necessary to move and provide the safe clean water our residents enjoy. Important projects include the ongoing replacement of pumps in the City’s pumphouses and liftstations.

In 2006, the City will develop an engineering plan as the initial step in a six-year \$20 million project designed to upgrade Pumphouse No. 1 and provide a water treatment facility by 2012. The City plans to use the new Gas Tax Rebate funding supplemented by water and sewer grants and own source revenues to finance this project. No borrowing is anticipated.

Road Rehabilitation - Administration is recommending road rehabilitation in the following areas: Mitchell Drive, 49th and 50th Street and 51st Ave., Old Airport road sidewalk between Range Lake Road and Co-op, Bourque Road and Larocque Crescent. The City is also planning to chip seal portions of Peace River and Willow Flats.

Fleet Management and Other Projects - Fleet management provides an ongoing preventive maintenance and readiness system. Other capital projects protect the City’s investment in core assets which include but are not limited to the swimming pool, arenas, trail networks, pumphouses and liftstations. Equipment upgrades provide the City work force with the necessary tools to safely deliver high quality and efficient programs and services.

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This budget document contains all of the seven funds that the City operates: the General Fund, the Water and Sewer Fund, the Solid Waste Management Fund, the Land Development Fund, the Capital Fund, the Service Connection Failure Assistance Fund and the Reserve Fund.

BASIS OF BUDGETING

Readers and users of governmental budgets and financial statements are frequently confused by what they see. This confusion stems from the style of accounting which is required for all government jurisdictions in order to segregate and account for resources.

The City of Yellowknife develops its revenue and expenditure estimates contained in the annual budget in a manner that follows generally accepted accounting principles (GAAP) for local governments. The City uses the accrual accounting method for recording expenditures and revenue. The budget is prepared on this basis.

The budget is organized on the basis of Funds. Each Fund is considered a separate budgetary and accounting entity; municipal resources are allocated to, and accounted for, in individual Funds based upon the purposes of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

NEW ACCOUNTING STANDARDS

The Canadian Institute of Chartered Accountants' (C.I.C.A.) *Public Sector Accounting Board* (P.S.A.B.) was created in 1981, after an in-depth C.I.C.A. research study found dramatic inconsistencies in the way the federal and provincial governments accounted for and reported their financial position and results. A study conducted in 1985 for local governments found similar problems.

In 1989 P.S.A.B. began its local government initiative of recommending standards of good municipal accounting and financial reporting practices. As in most provinces and territories, municipalities in the NWT are not yet required to follow the P.S.A.B. recommendations. Because the changing financial reports and accounting records can be time consuming, the recommendations are being adopted slowly throughout Canada. The City of Yellowknife adopted the P.S.A.B. recommendations starting with the 2000 budget and 1998 financial statements.

One significant change is the presentation of the City's Statement of Revenue & Expenditures. This statement is now named the Statement of Financial Activities as it includes more than just revenue and expenditures. The overall objective of the Statement of Financial Activities as identified by P.S.A.B. is to ensure that all revenues, expenditures and changes in fund balances are recorded and reported on the Statement of Financial Activities.

The Statement of Financial Activities is intended to present an understandable overview of the results of operations for the municipality as a whole. Thus, for each financial statement item, the Statement of Financial Activities would present the total for the municipality. As such, any interfund transactions would be eliminated.

Reporting all revenues and expenditures on the Statement of Financial Activities ensures that information is presented about the municipality's sources, allocations and uses of financial resources and provides the user with an indication as to whether revenues were sufficient to meet expenditures.

READER'S GUIDE

CITY FUNDS

The City operates various Funds which are defined as follows:

General

This Fund's activities include all the municipal services and programs not accounted for in other funds. These activity costs are recovered through municipal property taxes, user fees and other government grants.

Land Development

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

- the preparation of secondary development plans and detailed urban designs for development areas;
- property appraisal, legal survey and mapping work related to lands for disposal;
- engineering and constructing infrastructure required in the development area; and
- recovering, through sale of public lands, 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 becomes 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.

Solid Waste Management

This Fund's activities include all aspects of garbage collection, processing and recycling. This includes landfill operation, baling facility operation and maintenance, as well as recycling, sorting and shipping. These direct and indirect costs are recovered through the user fees.

Water & Sewer

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

Capital

This Fund accounts for capital projects relating to the delivery of services and programs in all Operating Funds.

Reserve

This Fund accounts for the balances and transfers of reserve funds.

Service Connection Failure Assistance

This Fund provides for the repair and maintenance of water supply and sewage lines from City mains to the customers' buildings and provides assistance to customers.

In order to match all costs associated with a particular Fund (e.g. billing and collection of revenues), each fund pays an administration fee to the General Fund. The administration fee for the Water & Sewer Fund is based on 15% of its revenue and the Solid Waste Management Fund is based on 10% of its revenue. For the Land Development Fund the administration fee is based on estimated administrative costs.



ORGANIZATIONAL STRUCTURE

The City's expenditures and revenues are organized into hierarchical categories: Departments, Divisions and Programs. To understand the Budget better, a basic understanding of these terms is required.

Department A department represents the highest level of summarization used in the City's financial structure. The function classification represents a grouping of related operations and programs aimed at accomplishing a broad goal or rendering a major service. In addition to Administration, there are five departments in the City's financial structure as follows:

- Department of Community Services
- Department of Corporate Services
- Department of Economic Development
- Department of Public Safety
- Department of Planning and Development
- Department of Public Works and Engineering

Division Departments can be further subdivided into divisions which are usually associated with functioning working groups having more limited sets of work responsibilities. Their primary purpose is organizational and budget accountability. An example is the Building Inspections Division of the Department of Planning and Development.

Program Divisions may be further subdivided into programs (groups of activities). A program is used to account for a specific public service performed within a division in the pursuit of individual goals and objectives. A program is aimed at accomplishing a specific service or regulatory program for which the City is responsible. An example of a program would be Capital Planning Activities managed by Public Works & Engineering Directorate.

FORMAT OF THE BUDGET DOCUMENT

The budget document is organized in the following manner: Goals and objectives are set out at the Fund, Department, Division and Program levels: financial information is provided for the last completed fiscal year, budgeted current year expenditures, estimated current year expenditures and the recommended budget amounts for the next three years. The financial costs are summarized at the object level as well as at the activity level. In the summary section, financial costs are also presented by major function and by major object.

DEFINITIONS

To assist readers in understanding the budget document, the following definitions are provided:

Accrual Basis Accounting A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity The department/division's effort which contributes to the achievement of a specific set of program objectives, which is the smallest unit of the program budget.

Assessed Valuation The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

READER'S GUIDE

Budget A plan sets out the City's goals and objectives for a specific period of time (fiscal year) and all planned revenues and expenditures for the budget period. The budget is also a policy document, an operations guide and a communication device that is written so that all citizens have an equal opportunity to review the document and understand where their taxes are being spent.

Capital Assets Assets of significant value and having a useful life of several years.

Capital Expenditure This category of expenditures includes: land, buildings, structures, other permanent improvements, computer hardware and software and equipment. It also includes the costs necessary to plan, acquire, install or put these items into use. Capital expenditure should meet the following criteria:

- cost should exceed \$5,000;
- has an anticipated useful life of more than three years;
- can be permanently identified as an individual unit of property;
- constitutes a tangible, permanent addition to the value of City assets;
- does not constitute repair or maintenance;
- is not readily susceptible to loss.

Capital Lease A capital lease is one which, from the point of view of the lessee, transfers substantially all the benefits and risks incident to 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. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Debt Service The cost of paying principle and interest on borrowed money according to a predetermined schedule.

Deficit The excess of an entity's liabilities over its assets or excess of expenditures over revenues during a single accounting period.

Environmental Services A function encompassing all activities relating to Solid Waste Management, Mosquito Abatement and other related activities.

Evergreen Policy - In conjunction with the Information Technology Strategic Plan, a policy whereby 33% of the City's computer workstations are replaced annually.

Expenditure Charges incurred (whether paid immediately or unpaid) for operations, maintenance, debt servicing, acquiring an asset, service or settling a loss.

Fiscal Policy A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year A twelve month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year is based on the calendar year.

Formula Funding Block of grant funding received from the Government of the Northwest Territories for capital or operation and maintenance purposes. The funding is allocated to capital projects or operations based on City Council's discretion.

Full-time Equivalent Position (FTE) A part-time position converted to the decimal equivalent of a full-time position based on 52 weeks per year. For example, a casual secretary who works three weeks full-time would be equivalent to .06 of a full-time position.

Function A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g. public safety).

Fund A fiscal entity with revenues and expenditures which are segregated for purposes of carrying out a specific service or activity.

Fund Balance The cumulative total of fund revenue, expenditures, debt proceeds, debt repayment and interfund transfers.



Generally Accepted Accounting Principles (GAAP) Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Infrastructure The physical assets of a government (e.g. streets, water & sewer system, public buildings, parks, etc.).

Levy Tax imposed for the support of government activities.

Mill The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

Object of Expenditure An expenditure classification, referring to the lowest and most detailed level of classification (e.g. office, labour, and operations & maintenance).

Program A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Reserve An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

User Charge The payment of a fee for direct receipt of a public service by the party who benefits from the service.

ABBREVIATIONS

Avg. - Average

GNWT The Government of the Northwest Territories.

CTV Act *The Cities, Towns and Villages Act*. The GNWT legislation which governs municipalities.

IVR Interactive Voice Response.

GFOA Government Finance Officers Association of the United States and Canada.

MACA The Department of Municipal and Community Affairs. The GNWT department responsible for enforcing legislation dealing with municipalities.

MCF Reserve Major Community Facility Reserve

MER Reserve Mobile Equipment Replacement Reserve

PATA *Property Assessment and Taxation Act*. The GNWT legislation which governs the City's authority to assess and tax.

PP&B Committee Priorities, Policies and Budget Committee

PSAB Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

PY Person Year.

RWED Department of Resources, Wildlife and Economic Development. Effective April 1, 2005, this department was eliminated and two new departments created: Environment and Natural Resources (ENR) and Industry, Tourism and Investment (ITI)

UPS Uninterrupted Power Supply

BUDGET PROCESS

A budget is a plan that helps Council and Administration decide how much money will be needed to provide programs and services. A good prediction of the total amount needed can be arrived at by building the budget total from small pieces.

The budget process provides medium term direction identified and quantified by Council and Administration. The budget process reflects goals, objectives and priorities of the municipality and focuses on the current year's operating and maintenance costs, the following three-year operations and maintenance planning, and the following three-year capital planning.

Council establishes civic policies that determine levels of services. Administration reflects these policies as it establishes operations and maintenance services and capital projects. These goals are revised throughout the budget process and revisions occur in evaluating and prioritizing each program and project. Throughout the Budget Document, each Department/Division will be detailing its goals and objectives as defined below:

A **policy** is a plan, course of action or guiding principle designed to set parameters for decisions and actions.

A **goal** is a long-term, attainable target for an organization - its vision of the future.

An **objective** is a specific, measurable and observable result of an organization's activity which advances the organization towards its goal.

Council, at the beginning of a new term, adopts three-year goals, objectives and priorities. Administration, under the direction of the City Administrator, is responsible for ensuring that Departmental goals and objectives meet Council's adopted goals and objectives. Administration establishes any

guidelines considered necessary and specifically ensures that the City's financial and budget policies are adhered to. The schedule and approach to budget development is approved by Council and directed by the City Administrator.

The legal budgetary (expenditure) control in the City of Yellowknife is maintained at the Fund level. Council approves a budget for all Funds which are consolidated into an annual municipal budget for all Funds. Council, by resolution, must adopt an annual budget before a fiscal year begins.

Since 2002 the City has adopted a three-year budget. Council formally adopts the first year budget and adopts the second and third year budgets in principle. Prior to City Council adopting the second and third year budgets, Administration brings forward a report which will include: for capital projects, any variances between recommended projects or changes in financing and outline the reasons for them; for operating programs and services, any significant variances in expenditures and revenues and the reasons for them.

This budget review process takes six months of analysis by staff and Council. The first step involves conducting a Citizen Survey. The survey provides information to Council on resident concerns, needs and priorities. Council then sets (or reviews, as in the case of the second and third year of the budget) its goals and objectives for the next three years. Next, administration sets its goals and objectives to meet Council's adopted establishment of the baseline budget required to carry existing programs into the next year. At this time, the City advertises for written submissions by the public. The second step in analysis involves the development of issues impacting the next year and beyond and their prioritization by Council. Once the baseline operations have been reviewed and adjusted, based on administrative policy, program expansion and capital projects are included after confirmation of sufficient financial resources.



After the preliminary budget document is reviewed and submitted to Council by Administration, Council spends approximately three weeks reviewing it. Also at this time, the budget document is available to the public. The PP&B Committee is a public forum where the public can make submissions regarding the proposed budget. The PP&B Committee then debates and makes recommendations regarding the budget to Council. A special Council meeting is usually held two to three weeks later to adopt the budget. This special Council meeting is also open to the public, and public submissions can still be made. Council, by resolution, then adopts the budget at the special meeting.

BUDGET & SPENDING CONTROL SYSTEM

Budgets are separated into Operations & Maintenance (O&M) Budgets and Capital Budgets. O&M budgets are the responsibility of Managers at the Division level, Directors at the Department level and the City Administrator at the total Fund level. Council delegates to the City Administrator the responsibility for the management and administration of all capital projects as approved in the Capital budgets.

Where it becomes necessary to effect budget changes or adjustments, the authority to transfer budget allocations rests with the City Administrator as long as the bottom line of the Fund does not change from what was approved by Council and the adjustment does not include a cut or change in a program or service. Any change must be fully documented giving reasons for the adjustment and submitted to Council for information purposes. Any adjustment which changes the bottom line of a Fund, or where levels of service are reduced or increased, must be approved by Council.

ASSUMPTIONS

The 10 Year Financial Plan and this Three-Year Operating Budget reflect the required revenues and expenditures to maintain existing programs and services and to meet Council's goals and objectives as currently adopted. It also documents the progress that the City has made in attaining its financial goals and provides a clear path to a successful financial future.

Crucial to any forecasting are the key assumptions used in preparing this document. Projecting the future, whether three years or ten years, is often seen as valueless. However, using sound, practical financial policies coupled with solid assumptions, a long-term forecast can be a very useful tool.

KEY ASSUMPTIONS

- The projected population figures are based on the GNWT's Bureau of Statistics population projections.
- For 2007 and 2008, property tax revenue was calculated using management's best estimation of construction during these periods.
- Operation and maintenance expenditures for 2007 and 2008 are based on management's current estimation of costs needed to provide the same level of services. The 10 Year Financial Plan has costs increasing proportionately to population increase in 2009 and years thereafter.
- Water and sewer user fees are calculated based on a 2% increase in 2006.

2006 Corporate Planning & Budget Review Calendar

Action	Departments & Divisions	Corporate Leadership Team	PP&B and Council	Citizens
Strategic Planning				
1. Council Review of Council Goal's & Objectives Status Update for 2004			January 17	January 17
2. Council Review and Revision (if desired) of Goals & Objectives				
3. Council Review of the draft of the 2005 Citizen Survey		January 19	February 7	
4. Department Action Plans/Performance Planning & Review (PP&R)	February 25			
5. Report on Results of the 2005 Citizen Survey		April 6	April 18	April 18
Budget				
6. Review of "Corporate Planning and Budget Review" Calendar for 2006 - 2008 Budget		January 19	January 24	
7. Review and distribution of Budget Guide to Department Heads	May 6			
8. External consultation with interested stakeholders on the 2006 Budget as set out in the 2005 - 2007 Budget Document. Objective to encourage public input for 2006 - 2008 Budget.				Week of May 2nd
9. Presentation to PPB on the 2006 Budget as set out in the 2005 - 2007 Budget Document.			May 9	
10. Advertise to solicit input from general public for 2006 - 2008 Budget				May 13 Advertise June 6 Submissions
11. Input from Council for 2006 - 2008 Budget			June 13	
12. Departments submit O&M and Capital Budgets including Capital write-ups (Word and Excel formats)	September 9			
13. First review of 2006 - 2008 O&M Budget by Fund		September 22		
14. First review of 2006 - 2008 Capital Budget including Capital write-ups		September 23		
15. Departments submit revisions resulting from first review of O&M and Capital Budgets	September 30			
16. Departments submit Budget highlights, goals & objectives, performance indicators	September 30			
17. Second review of 2006 - 2008 O & M and Capital Budgets, and Budget highlights, goals and objectives and performance indicators (Excel and Word format)		October 13		
18. Departments submit final revisions of O&M and Capital Budget sections in PageMaker format	October 20			
19. Final review of the Budget for 2006 - 2008 (PageMaker format)		November 3		
20. Presentation of Budget and Challenges to PP&B and provide a copy of Draft 2006 - 2008 Budget to Council (in binder)			November 14	



2006 Corporate Planning & Budget Review Calendar (cont'd)

Action	Departments & Divisions	Corporate Leadership Team	PP&B and Council	Citizens
21. External consultation with interested stakeholders on the Draft 2006 - 2008 Budget				November 18
22. Release of the Draft 2006 - 2008 Budget to the Public				November 21
23. Special Council Meeting to hear public presentations on the Draft 2006 - 2008 Budget			December 5	December 5
24. Review of Draft 2006 - 2008 Budget at Special PP&B Committee			December 13 and 14	December 13 & 14
25. Adoption of the 2006 - 2008 Budget at the Special Council Meeting			December 19	
Financial Statements				
26. Draft Financial Statements	March 9			
27. Review of the Audited Financial Statements		April 20		
28. Adoption of the Audited Financial Statements			May 9	
29. Preparation of the Annual Report		May 25		
30. Distribution of the Annual Report		June 22		
Variance Reports				
31. Preparation of O&M and Capital Progress/Variance Reports		July 20 October 19		
32. Distribution of O&M and Capital Progress/Variance Reports			July 27 October 26	

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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

BUDGET POLICIES

issues, changes in technology and other factors considered relevant. Council shall ensure that the report is reasonable, complete and included in the budget.

Adopted: September 25, 2000/Implemented April 2001

6. Management Systems Assessment

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

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

Adopted: September 25, 2000/Implemented April 2001

BUDGET GOALS

7. Council's Budget Goals

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

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

Council shall adopt budget goals that:

1. reflect stakeholder concerns, needs and priorities;
2. reflect the community's economic, social and environmental conditions, challenges and

opportunities;

3. are sufficiently specific to help define the programs to be emphasized and make difficult resource allocation decisions in the budget process; and

4. are prioritized.

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

Adopted: September 25, 2000/Implemented May 2001

FINANCIAL POLICIES

8. Stabilization Funds

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

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

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



BUDGET POLICIES

expenditures in accordance with the Capital Improvement Plan.

Fund balances may be used at Council's discretion for emergencies, unanticipated economic downturns, and one-time opportunities. If feasible, minimum fund balances shall be restored in the following year and, certainly, within five years of use.

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

Adopted: June 27, 2005

9. Fees and Charges

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

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

The budget shall identify:

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

BUDGET POLICIES

principal and interest payments.

The projection shall be prepared in accordance with GAAP and use assumptions that reflect the most probable set of economic conditions and planned courses of action. The projection shall use conservative estimates and, as much as possible, be supported by and reference third party analysis and information.

The importance of matching the timing of debt proceeds to expenditures and of debt servicing to revenue shall be considered less important than the ability to service the debt and minimize the net present value of cash flows. The factors to be used to determine the date of issue and the structure of debt are:

1. the future availability of cash to service the debt; and
2. minimizing the net present value of all cash flows affected by financing, including interest revenue, temporary borrowing and all long-term debt.

The City may issue debt in the fiscal year immediately subsequent to the fiscal year in which the capital asset is acquired, if the financial benefit is clearly demonstrated.

The budget shall include a plan to comply with the prescribed debt limits by December 31, 2005 and thereafter maintain the prescribed debt limits.

Adopted: September 25, 2000/Implemented November 2001

11. Debt Level and Capacity

Purpose: To ensure that outstanding and planned debt levels do not exceed an amount that can be supported by the existing and projected tax and revenue base.

Policy: The budget shall include an analysis of debt capacity with the following information:

1. statutory limitations;
2. evaluation of trends in the City's financial performance including availability and reliability of net revenues expected to service debt;
3. disclosure of five-year projections of measures relevant to determining debt capacity.

The budget shall include an analysis of capital improvement options using the following financing alternatives:

1. debt as required by capital improvement plans;
2. maximum allowed levels of outstanding debt and annual debt servicing; and
3. no new debt.

Adopted: September 25, 2000/Implemented November 2001

12. One-Time Revenues

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 severed 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

BUDGET POLICIES

to enhance the diversity of revenue sources.

The City shall examine sources of revenue to determine:

1. the sensitivity of the amount of revenue to changes in rates;
2. the fairness of the tax or fee; and
3. administrative aspects of the revenue source.

Adopted: September 25, 2000/Implemented November, 2001

16. Contingency Planning

Purpose: To establish a financial plan to assist the City to take timely action and aid in the overall management of emergencies and unexpected events.

Policy: The budget shall disclose the amount, sources and availability of funds that could be directed to the costs of emergencies, natural disasters or other unexpected events.

The budget shall disclose a general financial 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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COMMUNITY PROFILE

City Council

Mayor Gordon Van Tighem
Councillor Wendy Bisaro
Councillor Bob Brooks
Councillor Mark Heyck
Councillor Blake Lyons
Councillor Dave McCann
Councillor Kevin O'Reilly
Councillor Doug Witty
Councillor Alan Woytuik

City Administration

City Administrator	Max Hall
Director of Corporate Services	Dave Devana
Director of Economic Development	Peter Neugebauer
Director of Public Works & Engineering	Greg Kehoe
Director of Community Services	Grant White
Director of Public Safety	Dennis Marchiori
Director of Planning & Development	Vacant

City Auditors

MacKay LLP

City Bankers

TD Canada Trust

City Solicitors

Lawson Lundell

COMMUNITY PROFILE

OUR FAMILIES

There is a common story told by many residents who, upon arriving in Yellowknife to stay for a year or two to work, had intentions of returning to their homeland. Many of those same people are now watching their grandchildren and great-grandchildren grow up in Yellowknife, the Diamond Capital of North America™.

When you consider everything the city has to offer, it is not surprising that 20,000 people now call Yellowknife home.

Yellowknife has two major airlines in operation, with daily flights to Edmonton or Calgary; and bus service to Edmonton. The Stanton Territorial Hospital is the main health care facility for the entire Northwest Territories, of which Yellowknife is the capital. There are medical clinics, dental clinics, an eye clinic, and numerous health care programs and social services. The educational experience begins with quality day care facilities and day homes, 12 schools that serve students from kindergarten to Grade 12 in both French and English, a number of post-secondary options, and an extensive library.

Families are also drawn to the recreational facilities and community activities in the city, which include: a swimming pool, curling rink, three indoor arenas, pool hall, bowling alley, three-screen movie theatre, fitness centres, parks, tennis courts, a golf course, world class cuisine, and music and arts festivals.

The growth of our city, which is expected to reach 23,000 by 2019, begins with a golden history.

OUR PAST

Yellowknife is located on the west shore of Yellowknife Bay, which is on the north arm of Great Slave Lake. It is 966 air kilometers north of Edmonton, Alberta, and 1,513 road kilometers north of Edmonton.

The name Yellowknife comes from the Yellowknife Dene, who moved into the area in the early 1800s. The Dogrib people, who reoccupied the area following the decline of the Yellowknife Chipewyans in 1820, called Yellowknife Somba K'e, which means 'money place.'

In 1896, gold was discovered at Yellowknife Bay by miners on their way to the Klondike. The area was largely inaccessible at that time, and it was not until the 1930s that further development took place.

Gold was found on the shores of Yellowknife Bay in 1934, and Yellowknife became a boom town two years later. A number of companies, including Consolidated Mining and Smelting Company of Canada, began to sink shafts on the Con, Negus and Giant claims in 1936 and 1937. Commercial gold production began in 1938.

In 1939, the Yellowknife Administration District was created and the first municipal government of the Mackenzie District was established the following year.

Gold production had ceased entirely in the area in 1944, due to gold not being a strategic resource during the war effort, and the fact that there were fewer men working at the mines. However, a new rush began at the end of the war when Giant Yellowknife Mine opened.

The town, which was now overcrowded, began to grow around the bay in Old Town. A new town site was surveyed and construction of New Town began in 1947, and by the end of that year gold mines were once again in full-scale production. A significant factor in Yellowknife's expansion was the completion of a hydroelectric power station on Snare Lake in 1948.

Yellowknife became a Municipal District in the summer of 1953, at which time its first mayor was elected. In 1967, it was named capital of the Northwest Territories. Yellowknife became the first city of the Northwest Territories on January 1, 1970.

In 1997 and 1998, the City's economy was impacted by the GNWT's downsizing of personnel, and weak commodity prices, particularly that of gold. The last two gold mines, Con and Giant Mines, shut down operations in 2004. Yellowknife's economic recovery has been led by diamond mining, oil and gas exploration, its capital city status, and the City's positioning as the transportation, distribution, health care, education, commercial and administrative centre for the territory.



OUR PRESENT

The world's attention has been focused on Yellowknife and the Northwest Territories since diamonds were discovered at Point Lake, NWT, in 1989. The discovery set off the largest staking rush ever in Canadian history.

Canada's first diamond mine, the Ekati Diamond Mine, opened at Lac de Gras, NWT, in 1998. The Diavik Diamond Mine, Canada's second diamond mine opened in 2003, and a third diamond mine, De Beers' Snap Lake Diamond project, is expected to go into production in 2007.

When all three mines are in production, it is expected that the Northwest Territories will produce approximately 15 per cent of the world's diamonds by value.

The secondary diamond industry has also flourished in Yellowknife. Diamond sorting and valuation facilities have been in operation for several years, in addition to four diamond cutting and polishing facilities. Secondary diamond opportunities exist in the diamond tourism and jewelry-making industries. Aurora College in Yellowknife offers an internationally recognized diamond cutting and polishing program.

Thousands of jobs have been created through the diamond mines, and the secondary diamond industry. However, precious gems are not the only story in the Diamond Capital of North America™. The Mackenzie Valley Pipeline project will be the largest industrial project ever undertaken in the Northwest Territories. The proposed pipeline is currently undergoing environmental and regulatory review.

Yellowknife has benefited from the success of the non-renewable resource industry. Family incomes are high and unemployment is low for City residents. But beyond the brilliant diamonds, and unrivalled opportunities for investment and business development, Yellowknife is truly a city of opportunity, a family haven, and the only place in the world where you golf in the midnight sun.

GOVERNMENT STRUCTURES

Municipal Government

The Government of the Northwest Territories delegates powers to the municipality through legislative acts and regulations. The City of Yellowknife's Council is comprised of the Mayor and eight Councillors. Municipal elections are held every three years. The last election was held in October, 2003.

Territorial Government

The Northwest Territories is one of only two federal, provincial and territorial jurisdictions in Canada that operates under a consensus system of government, as opposed to the more familiar system of party politics. Members of the Legislative Assembly (MLAs) are elected as independents within their constituencies.

The Legislative Assembly of the Northwest Territories is located in Yellowknife, and is comprised of 19 MLAs. The MLAs elected the Speaker of the House as well as six Cabinet Ministers and the Premier, who comprise the Cabinet. In addition, a Commissioner is appointed by the Federal Government to fulfill a role similar to that of the Lieutenant Governor.

Territorial elections are held every four years, with the most recent election held in November, 2003.

COMMUNITY PROFILE

YELLOWKNIFE - STATISTICAL PROFILE

Largest Private Municipal & School Property Taxpayers for 2005	2004 (\$000s)	2005 (\$000s)	Percent of 2005 Total
Northern Property REIT	\$993	\$1,065	6.62%
Bellanca Developments Ltd.	\$791	\$801	4.98%
Miramar Con Mine Ltd.	\$694	\$602	3.74%
Polar Pandas Developments Ltd./ WAM Group GP Inc.	\$510	\$517	3.21%
Polar Developments Ltd.	\$406	\$411	2.56%
Consolidated Properties (NWT) Inc.	\$252	\$294	1.83%
Gold Bar Developments & Andromeda Investments Ltd.	\$273	\$276	1.72%
4912 NWT Ltd.	\$205	\$207	1.29%
NWT Community Services Corp.	\$177	\$179	1.11%
752464 Alberta Ltd. O/A Yellowknife Inn	\$163	\$165	1.02%

Top Employers	2001 (FTEs)	2002 (FTEs)	2003 (FTEs)	2004 (FTEs)	2005 (FTEs)	Note
Government of the NWT	2,226	2,286	2,409	2,253	2,252	(1)
Government of Canada	642	745	756	665	770	(2)
BHP Billiton Diamonds	329	340	400	356	337	
Diavik Diamond Mines Inc.	-	-	288	327	317	(3)
RTL Robinson Enterprises Ltd.	124	254	213	165	250	
Public School Board	218	225	225	225	229	
First Air	260	234	210	210	195	
NorthwesTel	179	175	173	172	174	
Separate School Board	153	182	182	167	170	
City of Yellowknife	164	150	157	161	163	
Air Tindi	116	120	123	123	128	

Notes:

Amounts based on actual number of FTEs as of September 1, 2005 unless otherwise noted.

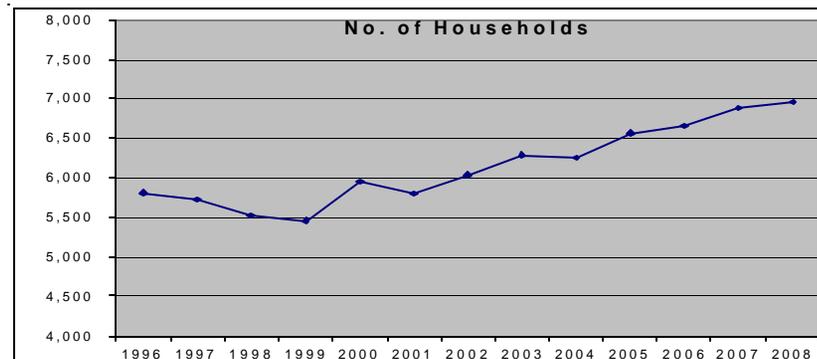
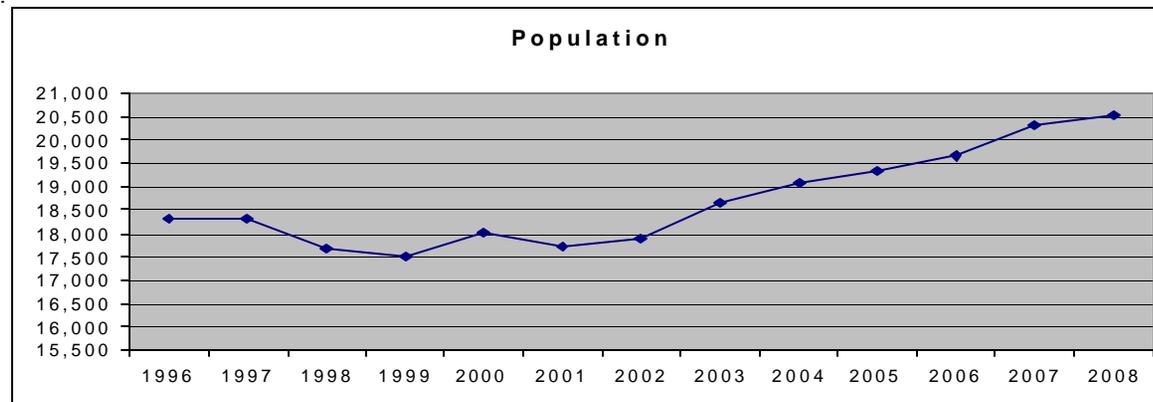
- (1) Per GNWT Main Estimates.
- (2) Includes all Federal Crown Corporations and the RCMP.
- (3) 2001 and 2002 numbers not available.



COMMUNITY PROFILE

Population by Age Group

Age Group	2000	Percent	2001	Percent	2002	Percent	2003	Percent	2004	Percent
0-4 Years	1,361	7.82%	1,350	7.60%	1,366	7.50%	1,423	7.57%	1,366	7.17%
5-9 Years	1,545	8.87%	1,578	8.89%	1,583	8.70%	1,546	8.22%	1,538	8.07%
10-14 Years	1,400	8.04%	1,434	8.08%	1,502	8.25%	1,522	8.09%	1,557	8.17%
15-24 Years	2,613	15.00%	2,684	15.11%	2,783	15.29%	3,028	16.10%	3,109	16.32%
25-44 Years	6,869	39.44%	6,872	38.70%	6,908	37.95%	6,966	37.04%	6,918	36.30%
45-59 Years	3,007	17.27%	3,175	17.88%	3,350	18.40%	3,549	18.87%	3,701	19.42%
60 Yrs & Older	620	3.56%	665	3.74%	712	3.91%	774	4.12%	867	4.55%
	<u>17,415</u>		<u>17,758</u>		<u>18,204</u>		<u>18,808</u>		<u>19,056</u>	



Tenure - 2004

Total	6,257
Owned	3,512
Rented	2,744
Percent Owned	56.1

COMMUNITY PROFILE

Traditional Activities (2003)

Hunted & Fished (%)	32.3
Trapped (%)	0.8
Households Consuming Country Food (most or all meat consumed)	5.1

Education

Percent with High School or Post-Secondary	
1991	73.9
1994	79.0
1996	75.3
1999	80.6
2001	77.7
2004	82.1

2004 Employment Rates	
Less than High School	51.6
High School or Greater	85.9

Average Family Income

	Yellowknife	Canada
1999	86,737	69,900
2000	88,295	72,500
2001	97,377	73,600
2002	106,953	73,400
2003	107,534	72,700

Source: Statistics Canada

Aboriginal Languages

Percent of Aboriginal residents who speak an Aboriginal language	
1984	51.5
1989	36.6
1994	33.5
1999	21.9
2004	25.3

Unemployment Rate

1991	5.1
1994	6.8
1996	6.4
1999	7.9
2001	5.0
2004	5.0

All Items Inflation Rate

	Yellowknife	Canada
1994	1.9	0.2
1995	2.8	2.2
1996	1.6	1.6
1997	0.1	1.6
1998	-0.1	0.9
1999	1.0	1.7
2000	1.7	2.7
2001	1.6	2.6
2002	2.9	2.2
2003	2.4	2.8
2004	1.4	1.9

Source: Statistics Canada



COUNCIL'S GOALS

City Council adopted the following Goals and Objectives at its meeting on April 26, 2004:

Vision Statement

Yellowknife is a cosmopolitan city on the edge of the "wilderness." We will be a people-focused place of opportunity and equality, that fosters a diverse and thriving economy built upon our vibrant northern spirit and our rich natural, historical and multicultural resources.

We will strive for a safe, caring and healthy community in which residents work together in mutual respect, towards self-sufficiency and an environmentally sustainable economy.

We will emphasize our role as the gateway to the north and become a model northern community in Canada.

Mission Statement

The elected Council of the City of Yellowknife will provide leadership, vision and direction in determining the needs and aspirations of the community. To meet these needs and aspirations, Council will continually strive to improve and provide municipal programs and services of high quality and value at the most effective cost.

Goal #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.

Action:

- 1.1 Work co-operatively with other government entities to address the following concerns:
- Socio-economic challenges associated with growth;
 - Airport expansion;
 - Environmental sustainability (including mine site restoration);

- Antiquated and/or ineffective legislation; and
- Affordable housing.

- 1.2 Work co-operatively with organizations such as the Northwest Territories Association of Communities (NWTAC) and the Federation of Canadian Municipalities (FCM) to remain current in the 'art of municipal governance'.
- 1.3 Where appropriate, conduct meaningful public consultation with citizen advisory groups and Aboriginal governments to generate public input and advice on significant community issues.
- 1.4 Continue the City's investment in its information website with the intention of making it one of the City's key communication and feedback tools.
- 1.5 Develop a policy that addresses the issues of access to information and privacy.
- 1.6 During the same time frame each year conduct an annual Citizen Survey to assist in determining the community's concerns, needs and priorities for the upcoming year.
- 1.7 Develop a 'Communications Strategy and Implementation Plan' for the City's advertising.

Goal #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.

Action:

- 2.1 Review the enforcement provisions in various by-laws dealing with litter and sidewalk snow removal.
- 2.2 Form an advisory committee to address the problem of litter in the City.
- 2.3 Conduct a review of the Emergency Response and Protection By-law.

COUNCIL'S GOALS

- 2.4 Through a community energy planning approach, work closely with community groups to reduce greenhouse gas emissions and energy use within the City; and meet the City's obligation as member of the FCM's Partners for Climate Protection Program.
- 2.5 Explore a user-pay system for solid waste disposal.
- 2.6 Review and update the Garbage By-law.
- 2.7 Review the City's policy with regard to salvaging and recycling.
- 2.8 Continue to implement the Solid Waste Plan and both review the terms of reference of the Solid Waste Committee and re-establish it.
- 2.9 Enter into long-term partnerships for the management, promotion and preservation of heritage sites in addition to designating additional resources for these tasks.
- 2.10 Continue to take the lead role in realizing local 911 Service in the City of Yellowknife.

Goal #3 A well-planned City that promotes responsible and quality urban development.

Action:

- 3.1 Adopt and commit to using the City's General Plan as a long-term planning tool.
- 3.2 Conduct a review of the Zoning By-law with an emphasis on enforcement and permitting provisions.
- 3.3 In accordance with Council's current Statement of Principles and the Interim Measures Agreement, represent the community interest to the GNWT so that it is considered in the negotiation of Aboriginal Land Rights and Self-Government Agreements.
- 3.4 Maintain a healthy co-existence with neighbouring governments in terms of urban planning and development.
- 3.5 Update and continue to implement the adopted Waterfront Management Plan (with the principled approach that there should be public access to public land).

- 3.6 Develop options for the long-term use of large public spaces.
- 3.7 Continue implementation of programs and activities so as to continue to improve the downtown guided by the Downtown Enhancement Committee and its Plan.
- 3.8 Ensure effective flow of all forms of traffic in the City.
- 3.9 Complete a community services master plan that addresses Green Spaces, balanced neighborhoods and interconnected trail systems.
- 3.10 Conduct a review of the City's Public Transit System with the objective of improving overall efficiency and effectiveness.
- 3.11 Continue to beautify the community wherever possible.
- 3.12 Continue implementation of the recommendations contained in the Library Study.
- 3.13 Continue with the City's comprehensive programs and services review beginning with the City's development and planning functions.

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

Action:

- 4.1 Review the written financial policies that provide a framework for the prudent management of the City's financial resources.
- 4.2 Continue to develop and implement performance indicators to measure the quality, costs, and effectiveness of both the delivery of municipal services and the quality of life and sustainability in the City.
- 4.3 Finish the second ice surface at the Multiplex (i.e. by working cooperatively with community groups in fundraising).
- 4.4 Work towards providing highway access from Kam Lake to Highway 3.



COUNCIL'S GOALS

- 4.5 Conduct an infrastructure needs study to assist in addressing the infrastructure gap.
- 4.6 Take advantage of opportunities for accessing additional funding for municipal programs.
- 4.7 Revise and then implement a new water rate structure.
- 4.8 Adopt a Corporate Planning Calendar on an annual basis.

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

Action:

- 5.1 Adopt well-defined and achievable goals and objectives on an annual basis that can be delivered with the City's existing human and financial resources.
- 5.2 Renew the City's contracts with the various employment groups in a manner that recognizes the dedication and commitment of the City's employees, changing economic conditions and the Corporation's financial goals and constraints.
- 5.3 Support the development of a well-trained and skilled workforce by providing training opportunities and recruitment.
- 5.4 Maintain a vibrant and rewarding workplace for City staff.

- 5.5 Encourage new operational efficiencies through incentive programs such as the Savings Achieved Via Employees (SAVE) program.

Goal #6 A diverse and vibrant economy.

Action:

- 6.1 Work in partnership with the private sector, governments and institutional arrangements to effectively market Yellowknife as a tourism and conference destination.
- 6.2 Support the development of Yellowknife's tourism products. Opportunities include, but are not limited to, diamond tourism, the Aurora market, winter activities, cultural tourism, attractions and events.
- 6.3 Identify business and family relocation opportunities and customize them to fit the needs and aspirations of the City.
- 6.4 Research and develop negotiating positions for securing direct benefits to the City from senior governments and resource developers.
- 6.5 Develop an economic diversification strategy.

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BUDGET SUMMARY

Summary - All Funds

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$ 000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Taxation (net of transfer)	15,178	16,039	15,816	16,747	17,517	18,040
Government Transfers	7,423	7,490	8,307	10,265	12,402	11,848
User Charges	17,812	15,282	15,747	16,498	15,131	15,200
Investment Income	134	113	154	165	162	164
	40,546	38,924	40,024	43,675	45,212	45,252
Expenditures (By Function)						
General Government	7,628	7,839	7,762	8,326	8,431	8,401
Community Services	8,522	5,853	6,237	6,705	7,218	6,115
Public Safety	3,337	3,415	3,445	3,741	3,880	4,065
Planning & Development	1,272	1,373	1,363	1,381	1,405	1,429
Public Works	9,184	7,966	8,225	8,757	8,339	8,396
Solid Waste Management	1,483	2,064	2,091	1,869	1,898	1,667
Water & Sewer	7,614	8,566	7,435	9,205	10,222	10,066
Land	2,419	1,014	1,125	1,705	375	375
Service Connection Failure Assistance	345	330	300	336	340	340
	41,803	38,419	37,983	42,023	42,108	40,853
Net Revenue (Expenditures)	(1,257)	505	2,041	1,652	3,104	4,399
Debenture Proceeds	1,930	-	-	-	-	-
Debt Principal Repayments	(1,599)	(1,847)	(1,847)	(1,959)	(2,300)	(1,452)
Change in Fund Balance	(926)	(1,342)	194	(307)	804	2,947
Opening Balance	8,024	5,734	7,098	7,293	6,987	7,790
Closing Balance	7,098	4,391	7,292	6,986	7,790	10,736

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Expenditures (By Object)						
Capital	12,577	10,178	8,807	11,562	12,133	10,323
Contingency	14	100	100	100	100	100
Grants	442	512	491	490	492	494
Interest on Long-term Debt	728	694	694	578	466	328
Salaries & Benefits	13,474	14,002	14,054	15,059	15,914	16,649
Land	1,592	957	1,002	1,705	375	375
Operations & Maintenance	12,204	11,889	12,814	12,488	12,589	12,544
Valuation Allowance	773	87	21	40	40	40
	41,803	38,419	37,983	42,023	42,108	40,853

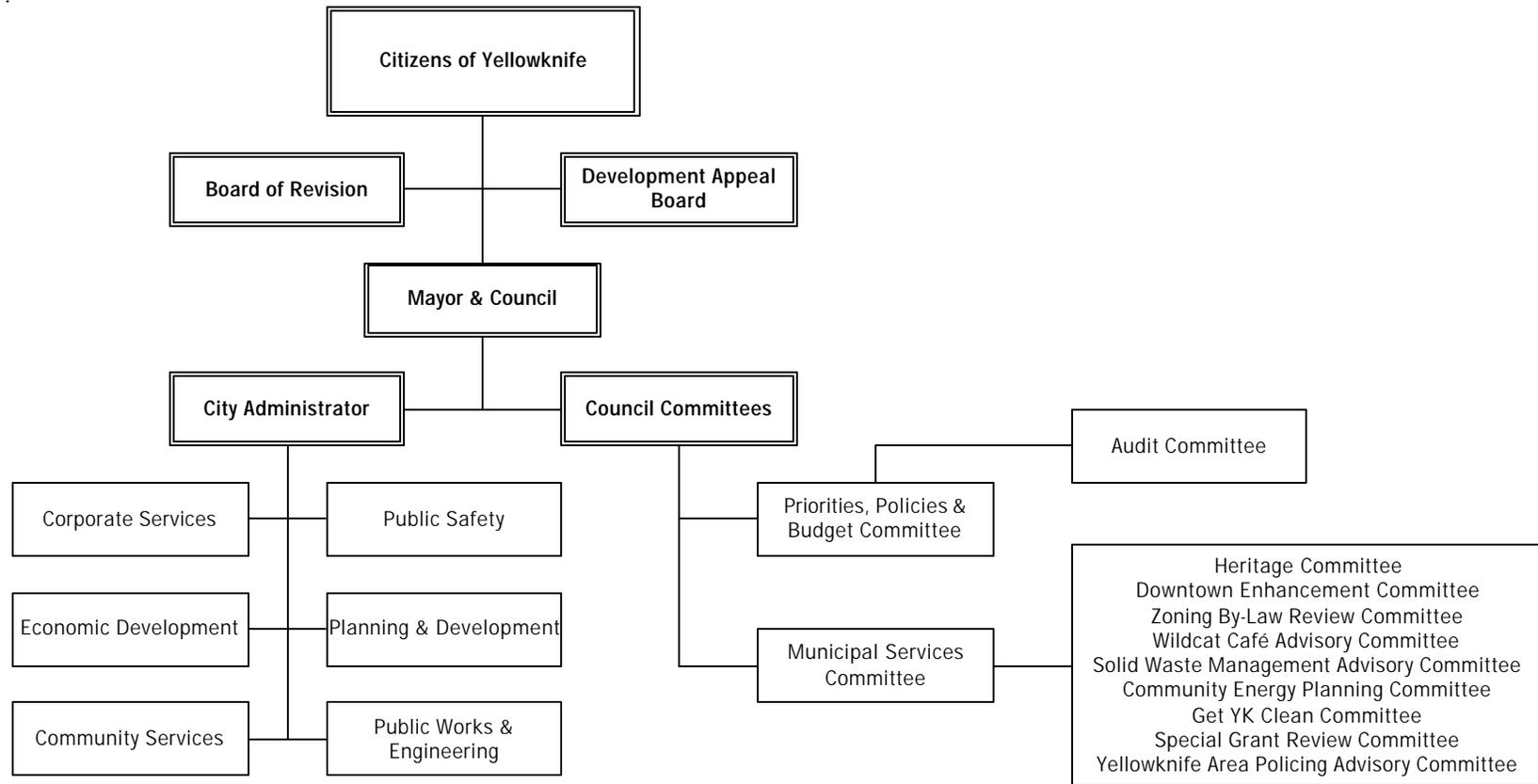
BUDGET SUMMARY

Fund Balances

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Operating Fund Balances						
General Fund	2,117	1,812	1,810	1,810	1,566	1,497
Land Development Fund	1,559	490	1,490	416	486	557
Solid Waste Management Fund	(77)	(109)	(78)	54	60	(195)
Water & Sewer Fund	65	168	(41)	(16)	(96)	(232)
Service Connection Failure Assistance Fund	(261)	(168)	(231)	(231)	(231)	(231)
	<u>3,403</u>	<u>2,193</u>	<u>2,950</u>	<u>2,033</u>	<u>1,786</u>	<u>1,395</u>
Capital Fund Balance	1,733	(0)	1,005	170	(0)	0
Reserve Balances						
Information Technology	314	223	221	196	276	291
Major Community Facility	(484)	42	592	1,935	3,242	6,562
Mobile Equipment	1,701	1,608	1,967	1,963	1,796	1,796
Downtown Development	127	106	124	125	125	126
Waterfront Development	80	-	80	80	80	80
Twin Pine Hill Trail	-	-	125	250	250	250
Samuel Colley Donation	224	219	229	234	234	234
	<u>1,963</u>	<u>2,198</u>	<u>3,338</u>	<u>4,782</u>	<u>6,003</u>	<u>9,339</u>
	<u>7,098</u>	<u>4,391</u>	<u>7,292</u>	<u>6,986</u>	<u>7,790</u>	<u>10,736</u>



STAFFING SUMMARY

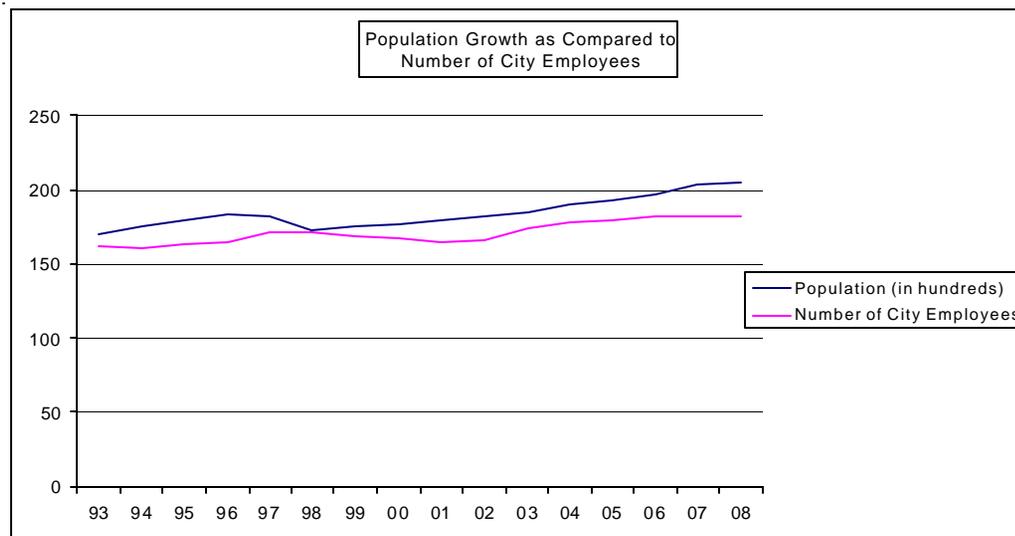


STAFFING SUMMARY

Staffing By Department: (per full- time equivalent)	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget	Note
Legislative	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
City Administration	7.00	7.00	7.00	7.80	7.80	9.30	9.35	9.08	9.08	9.08	(1)
Community Services	39.56	39.56	39.50	39.84	42.14	42.56	44.25	44.57	44.43	44.33	
Corporate Services	23.90	23.90	23.33	22.83	22.83	22.96	22.94	24.26	23.91	24.26	
Economic Development	3.00	3.00	3.00	3.30	3.30	3.30	3.30	3.30	3.30	3.30	
Public Safety	30.50	29.80	29.80	29.30	33.30	34.30	34.49	35.34	35.34	35.34	
Planning & Development	12.50	11.50	11.50	12.50	13.00	13.00	13.00	13.00	13.00	13.00	
Public Works	51.38	51.38	49.38	49.38	50.21	51.26	51.35	51.92	51.85	51.80	
	168.84	167.14	164.51	165.95	173.58	177.68	179.68	182.47	181.91	182.11	
Permanent	150.50	148.50	146.03	149.53	157.03	161.46	163.46	166.46	166.46	166.46	
Term	3.00	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Part-time/ Casual	15.34	15.64	15.48	16.42	16.55	16.22	16.22	16.01	15.45	15.65	
	168.84	167.14	164.51	165.95	173.58	177.68	179.68	182.47	181.91	182.11	
Net change in FTE positions		(1.70)	(2.63)	1.44	7.63	4.10	2.00	2.79	(0.56)	0.20	

Notes:

(1) Starting from 2004, Manager of Legal Services & Corporate Planning reports directly to the City Administrator.



STAFFING SUMMARY

Staffing By Department: (per full-time equivalent)

	2006			Note
	2005 Budget	Proposed Revisions	2006 Budget	
Legislative	1.00		1.00	
City Administration	9.35	-0.27	9.08	
Community Services	44.25	0.32	44.57	
Corporate Services	22.94	1.32	24.26	(1)
Economic Development	3.30		3.30	
Public Safety	34.49	0.85	35.34	(2)
Planning & Development	13.00	0.00	13.00	(2)
Public Works & Engineering	51.35	0.57	51.92	(3)
	<u>179.68</u>	<u>2.79</u>	<u>182.47</u>	
Permanent	163.46	3.00	166.46	
Part-time/ Casual	16.22	-0.21	16.01	
	<u>179.68</u>	<u>2.79</u>	<u>182.47</u>	

- (1) Starting from July 2006, there will be one additional system analyst who will be responsible for the management of City's spatial data and GIS applications.
- (2) Starting from May 2005, Public Safety & Development has been split into two departments: Public Safety and Planning & Development. One more director will be added.
- (3) The Baling Facility will have one additional PY as cashier.

Staffing (per full-time equivalent)

Change in positions

	2005	2006
Positions Added:		
Arena Maintainer	1.75	
Arena- Casual		0.35
Pool Maintainer	0.25	
City Clerk- Casual	0.05	
HR- Casual		0.08
Supervisor, Financial Operations	1.00	
IT System Analyst		1.00
Procurement Services-Casual		0.35
Municipal Enforcement- Casual	0.19	
Public Works Directorate- Casual	0.09	
City Garage- Casual		0.09
Roads & Sidewalks- Casual	0.33	
Solid Waste- Baling Facility Attendant	0.67	
Solid Waste- Cashier		1.00
Solid Waste- Casual		0.07
Positions Dropped:		
Pool- Casual		-0.03
Library Page casual	-0.25	
Environmental Coordinator	-1.00	
Arena Casuals	-0.06	
City Clerk- Casual		-0.35
Finance Officer	-1.00	
Financial Services-Casual	-0.02	-0.03
Municipal Enforcement- Casual		-0.15
Public Works Directorate- Casual		-0.04
Roads & Sidewalks- Casual		-0.34
Water & Sewer - Casual		-0.21
Reorganization:		
Director, Planning & Development		1.00
	<u>2.00</u>	<u>2.79</u>

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GENERAL FUND

General Fund Operations

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Taxation	15,178	16,039	15,816	16,747	17,517	18,040
Taxes Allocated To Capital	(2,327)	(2,466)	(2,266)	(1,817)	(1,881)	(1,780)
Government Transfers	984	872	894	786	721	679
User Charges	5,254	4,992	5,323	5,311	5,321	5,303
Investment Income	129	113	150	160	162	164
	19,218	19,550	19,917	21,187	21,840	22,406
Expenditures (By Activity)						
General Government	6,945	7,331	7,313	7,782	8,091	8,023
Community Services	4,528	4,640	4,874	5,005	5,197	5,348
Public Safety	3,287	3,370	3,422	3,671	3,880	4,065
Planning & Development	1,272	1,373	1,323	1,381	1,405	1,429
Public Works	4,325	4,153	4,616	4,631	4,793	4,904
	20,356	20,866	21,548	22,469	23,366	23,769
Net Revenue (Expenditures)	(1,138)	(1,316)	(1,630)	(1,282)	(1,526)	(1,363)
Interfund Transfers						
(To) From Water & Sewer Fund	952	976	983	990	1,017	1,027
(To) From Solid Waste Fund	150	162	163	143	142	142
(To) From Land Fund	100	175	175	150	125	125
(To) From Downtown Dev. Reserve	(32)	3	3	(1)	(1)	(1)
Change In Fund Balance	32	0	(307)	(0)	(244)	(70)
Opening Balance	2,085	1,811	2,117	1,810	1,810	1,566
Closing Balance	2,117	1,811	1,810	1,810	1,566	1,497

GENERAL FUND

Expenditures by Activity and Division

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
General Government						
Fiscal Services	198	285	200	236	236	236
Mayor & Council	952	1,134	1,109	1,121	1,196	1,207
City Administrator	1,569	1,517	1,590	1,842	1,960	1,892
Corporate Services	3,749	3,882	3,923	4,032	4,138	4,117
Economic Development	477	513	492	550	562	570
	6,945	7,331	7,313	7,782	8,091	8,023
Community Services						
Administration	495	462	477	481	501	517
City Hall	230	265	271	286	289	294
Arenas	1,107	1,200	1,310	1,328	1,385	1,424
Parks	565	568	621	625	650	672
Library	824	861	865	899	935	966
Pool	973	950	1,015	1,035	1,075	1,104
Wildcat	11	10	9	10	11	11
Recreation	323	325	306	340	350	360
	4,528	4,640	4,874	5,005	5,197	5,348
Public Safety						
Administration	-	-	47	129	138	146
Fire & Ambulance	2,370	2,432	2,420	2,543	2,703	2,850
Municipal Enforcement	917	938	954	998	1,040	1,070
	3,287	3,370	3,422	3,671	3,880	4,065
Planning & Development						
Administration	201	216	175	204	208	216
Building Inspections	417	420	422	437	455	467
Planning & Lands	654	737	727	740	741	746
	1,272	1,373	1,323	1,381	1,405	1,429
Public Works						
Administration	788	821	858	872	920	958
City Garage	630	312	469	470	483	494
Public Transit	529	630	692	769	792	809
Roads & Sidewalks	2,378	2,390	2,597	2,520	2,598	2,643
	4,325	4,153	4,616	4,631	4,793	4,904



GENERAL FUND - Fiscal Services

Fiscal Services Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Taxation	15,178	16,039	15,816	16,747	17,517	18,040	(1)
Taxes Allocated to Capital	(2,327)	(2,466)	(2,266)	(1,817)	(1,881)	(1,780)	(2)
GST Rebate	20	-	-	-	-	-	
User Charges:							
Power Distribution Franchise Fee	671	653	678	686	695	703	
Tax Penalties	217	214	275	201	191	186	
Licence fee (Giant Mine Site)	57	25	25	-	-	-	
Investment Income	129	113	150	160	162	164	
	13,944	14,578	14,678	15,977	16,684	17,313	
Expenditures (By Object)							
Cash Management	165	198	180	196	196	196	
Valuation Allowance	33	87	21	40	40	40	
	198	285	200	236	236	236	
Net Revenue (Expenditures)	13,746	14,293	14,478	15,741	16,448	17,077	
Interfund Transfers							
From Water & Sewer Fund	952	976	983	990	1,017	1,027	(3)
From Solid Waste Fund	150	162	163	143	142	142	(3)
From Land Development Fund	100	175	175	150	125	125	(3)
	1,202	1,313	1,321	1,283	1,284	1,294	
	14,948	15,606	15,798	17,024	17,731	18,371	

Notes:

- (1) 2006 property taxes are based on 2005 assessed values. Growth in 2005 assessed values is based on a review of building permits to September 2005. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as crown corporations. 2005 assessment growth was based on a 2.3% increase from private development (net of the decrease in mine assessment as a result of the closure allowance for Giant Mine and Miramar Con Mine Ltd). Payments-in-lieu of taxation in 2006 are projected to increase because of the completion of construction of a new federal building. The increase in taxation is based on the assumption that the mill rate will increase by 2.47% in 2006, 1.9% in 2007 and no increase in 2008.
- (2) Taxes allocated to the Capital Fund are used to pay principal and interest on general capital debt.
- (3) Salaries and overhead costs associated with administering other Funds are recovered by charging administration fees. The Water and Sewer Fund is charged a fee of 15% of its revenue and the Solid Waste Management Fund is charged a fee of 10% of its revenue. The Land Development Fund is charged at a minimum of \$100,000 subject to achieving its minimum balance of nil.

GENERAL FUND - Fiscal Services

2006 Property Tax Revenue

Classification	Mill Rate	2005 Assessment (000's)	2005 Growth (000's)	2006 Revenue (000's)	Growth (%)
Residential	8.41	630,162	14,093	5,417	2.2%
Multi-residential	8.59	208,180	9,055	1,865	4.3%
Commercial/Industrial	14.61	391,816	11,320	5,892	2.9%
Mining & Quarrying	16.60	31,470	-6,196	419	-19.7%
High Density Parking	7.30	3,362	0	25	0.0%
Agriculture	8.41	999	323	11	32.3%
		<u>1,265,989</u>	<u>28,595</u>	<u>13,628</u>	<u>2.3%</u>
Exempt Properties		0	0	-38	0.0%
		<u>1,265,989</u>	<u>28,595</u>	<u>13,590</u>	<u>2.3%</u>

Classification	Mill Rate	2005 Assessment (000's)	2005 Growth (000's)	2006 Revenue (000's)	Growth (%)
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Government of the Northwest Territories

Residential	8.41	2,409	1,314	31	54.5%
Multi-residential	8.59	3,636	0	31	0.0%
Commercial/Industrial	14.61	127,743	-26	1,867	0.0%
		<u>133,788</u>	<u>1,288</u>	<u>1,929</u>	<u>1.0%</u>

Government of Canada

Residential	8.41	24,081	101	203	0.4%
Multi-residential	8.59	13,481	0	116	0.0%
Commercial/Industrial	14.61	35,305	9,684	657	27.4%
Mining & Quarrying	16.60	16,185	-7,121	150	-44.0%
		<u>89,052</u>	<u>2,664</u>	<u>1,127</u>	<u>3.0%</u>

Crown Corporations

Residential	8.41	0	0	0	0.0%
Commercial/Industrial	14.61	6,927	-25	101	-0.4%
		<u>6,927</u>	<u>-25</u>	<u>101</u>	<u>-0.4%</u>
		<u>229,767</u>	<u>3,927</u>	<u>3,157</u>	<u>3.6%</u>

Total		<u>1,495,756</u>	<u>32,522</u>	<u>16,747</u>	<u>2.2%</u>
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GENERAL FUND - Mayor & Council

Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Legislative	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Permanent Positions	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Mayor & Council Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers							
Formula Funding			-	-	-	-	
Other	-	-	-	-	-	-	
Expenditures (By Activity)							
Council	403	420	426	429	502	511	
Public Information	55	58	58	62	62	62	
Strategic Planning	38	44	34	40	40	40	
Community Assistance	442	512	491	490	492	494	(1)
Contingency	14	100	100	100	100	100	(2)
	952	1,134	1,109	1,121	1,196	1,207	
Net Revenue (Expenditures)	(952)	(1,134)	(1,109)	(1,121)	(1,196)	(1,207)	
Expenditures (By Object)							
Wages & Benefits	299	307	308	310	382	392	(3)
Other O&M	653	827	801	811	813	815	
	952	1,134	1,109	1,121	1,196	1,207	

Note:

- (1) 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.
- (2) For presentation purposes contingency funds are allocated to appropriate programs. During each year Council will incur expenditures that are not specifically set out in the budget. To allow for these expenditures, the budget includes an amount for City Council to decide how to spend during the following year. City Administration is authorized to spend City funds in accordance with the budget approved by Council. In addition, City Council or the City Administrator approves all Contingency expenditures.
- (3) Council's salary and benefit increase starting from 2007 onwards.

GENERAL FUND - Mayor & Council

Mayor & Council Performance Measures

	Actual 2003	Actual 2004	Actual 2005	Forecasted 2006	Note
Effective Measures					
% of citizens who rate overall quality of life in Yellowknife as very good or good	89%	94%	95%	96%	
% of citizens very satisfied or somewhat satisfied with overall quality of civil services	-	80%	88%	88%	
% of citizens who approve of City Council's performance	-	-	75%	78%	(1)
% of citizens who feel the City is providing the best services it can with the money it has available	-	71%	78%	80%	
% of citizens who feel the quality of life in Yellowknife in the past three years improved or stayed the same	-	-	75%	76%	(1)
% of citizens very satisfied or somewhat satisfied with special and core grant funding	-	-	80%	-	(1)

Note:

1) This question was first asked in the 2005 survey.

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Grants						
Sr Citizens/Disabled tax rebate	79	82	60	60	62	64
Clean-up grants	30	30	31	30	30	30
Core Grants	236	300	300	300	300	300
Special Grants	97	100	100	100	100	100
	442	512	491	490	492	494



GENERAL FUND - Mayor & Council

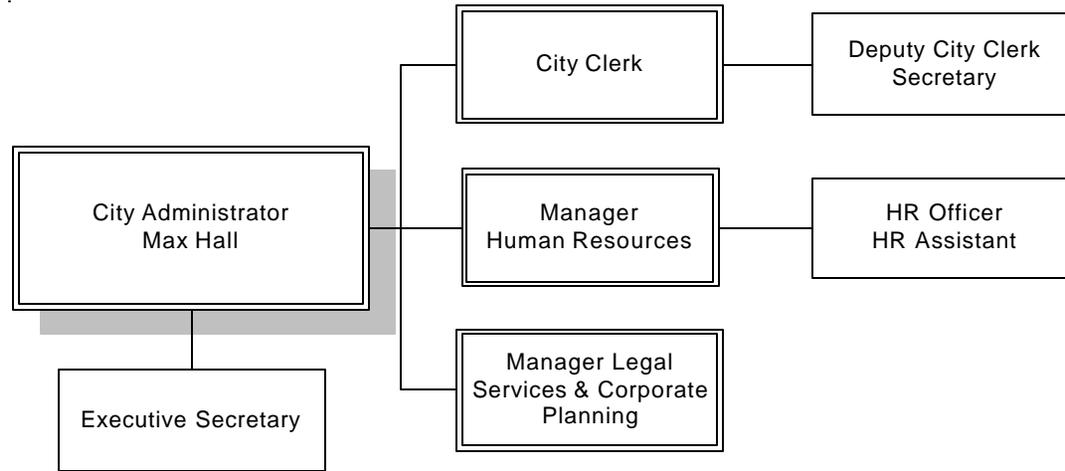
	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Core Grants						
Caribou Carnival	17,000	17,000	17,000	17,000		
Festival of the Midnight Sun	5,000	5,000	5,000	5,000		
Folk on the Rocks	15,000	15,000	15,000	15,000		
Northern Arts & Cultural Centre	70,000	75,000	75,000	75,000		
Side Door Youth Drop-In Centre	40,000	40,000	40,000	40,000		
Yellowknife Seniors Society	50,000	55,000	55,000	55,000		
Yellowknife Curling Club	11,000	15,000	15,000	15,000		
Yellowknife International Airshow Society	10,000	10,000	10,000	10,000		
Special Olympics NWT	3,000	3,000	3,000	3,500		
Championship Dog Sled Derby	15,000	15,000	15,000	15,000		
NWT Council For Persons With Disabilities	-	15,000	15,000	18,500		
Yellowknife Ski Club	-	25,000	25,000	25,000		
The Snow King	-	10,000	10,000	10,000		
	236,000	300,000	300,000	300,000	300,000	300,000
Special Grants						
Art & Craft Festival	-		5,000			
The Snow King	5,000		-			
Caribou Carnival	-		25,000			
Community Emergency Response	-		10,000			
Diamond In The Rough Hockey	-		2,000			
Ecology North	-		2,000			
Funkfest YK	-		7,000			
Folk on the Rocks	-		10,000			
Garderie Plein Soleil	-		1,000			
La Federation Franco-Tenoise	7,000		-			
Lunch Pail Theatre	-		2,000			
NWT Council Of Persons With Disabilities	15,000		-			
NWT SPCA	6,000		-			
Nats'eju' Dahk'e	5,000		1,475			
St John Ambulance	-		10,725			
Yellowknife Association for Community Living	-		2,500			
Yellowknife Community Wellness Coalition	10,000		5,000			
Yellowknife Dog Trotters Association	1,000		-			
Yellowknife Foster Families	5,000		5,000			
Yellowknife Gymnastics Club	4,000		-			
Yellowknife Laughter Club	-		3,000			
Yellowknife Ski Club	10,000		-			
YWCA Yellowknife	4,000		-			
Aurora Arts Society	14,900		-			
Paddlers For Parts Assoc.	2,000		3,200			
Spirit of Yellowknife	2,500		-			
Western Arctic Moving Pictures	5,000		4,000			
Yellowknife Playgroup Association	900		1,100			
	97,300	100,000	100,000	100,000	100,000	100,000

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GENERAL FUND - City Administrator

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
City Administrator's Office	2.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00
City Clerk's Office	2.00	2.00	2.00	2.80	2.80	3.30	3.35	3.00	3.00	3.00
Human Resources	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.08	3.08	3.08
	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.80</u>	<u>7.80</u>	<u>9.30</u>	<u>9.35</u>	<u>9.08</u>	<u>9.08</u>	<u>9.08</u>
Permanent Positions	7.00	7.00	7.00	7.50	7.50	9.00	9.00	9.00	9.00	9.00
Part-time/ casual				0.30	0.30	0.30	0.35	0.08	0.08	0.08
	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.80</u>	<u>7.80</u>	<u>9.30</u>	<u>9.35</u>	<u>9.08</u>	<u>9.08</u>	<u>9.08</u>

Note: Starting from 2004, Manager of Legal Services & Corporate Planning's position is transferred from Corporate Services to City Administrator's office.

2005 Highlights

The City Administrator's Highlights for 2005 include:

- Developed implementation plans for Council's Goals and Objectives;
 - Submitted a successful bid to host the 2008 Arctic Winter Games;
 - Council adopted the General Plan;
 - Council adopted a revised Solid Waste Management By-law incorporating a user pay system;
 - Council established a Community Energy Planning Committee and a Yellowknife Area Policing Advisory Committee;
 - Council adopted the Council Remuneration Committee's final report;
 - Concluded contract negotiations with the Public Service Alliance of Canada – Local X0345 and the International Association of Fire Fighters – Local 2890;
 - Received the results of an external review of the Department of Planning and Development;
 - Continued planning for a Yellowknife bypass road in cooperation with the Yellowknife Airport;
 - Participated in the Northern Communities Insurance Reciprocal;
 - Participated on advisory committees regarding structures for awarding funds under the Municipal Rural Infrastructure Fund and the Gas Tax Fund.
- Foster cooperative relations with other levels of government, Yellowknives Dene First Nations, community organizations and businesses;
 - Nurture a relationship between Council and Administration which is characterized by honesty, mutual respect, openness and trust;
 - Provide Administrative leadership to corporation staff which is sensitive and responsive to residents' needs and strives to build consensus on municipal issues;
 - Provide support as required to committees and task forces appointed by Council; and
 - Represent and promote the Capital City of the Northwest Territories.

2006/2007/2008 Goals

- Provide advice and support to Mayor & Council;
 - Foster the development of an economically diverse and vibrant local economy;
 - Implement Council's goals supported with policies and strategic plans;
 - Provide financial planning and management that reflects good stewardship and prudence;
- Work with Council to establish a revised set of Goals and Objectives;
 - Provide administrative leadership required to achieve the Goals and Objectives adopted by Council;
 - Oversee negotiations of a new contract with the International Association of Fire Fighters – Local 2890;
 - Monitor and interface with parties involved in negotiating land claims and self-government agreements;
 - Provide administrative support to the Arctic Winter Games Host Society;
 - Respond and address additional matters raised by Council beyond the foregoing; and
 - Oversee negotiations and sale of lands as may be required.



GENERAL FUND - City Administrator

Administration Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Grants	17	-	2	-	-	-
	17	-	2	-	-	-
Expenditures (By Division)						
City Administrator	566	497	500	632	698	537
City Clerk	307	334	319	358	353	367
Human Resources	696	686	772	853	909	988
	1,569	1,517	1,590	1,842	1,960	1,892
Net Revenue (Expenditures)	(1,552)	(1,517)	(1,588)	(1,842)	(1,960)	(1,892)
Expenditures (By Object)						
Wages & Benefits	890	888	948	1,031	1,065	1,208
Other O&M	679	629	642	811	895	684
	1,569	1,517	1,590	1,842	1,960	1,892

City Administrator Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Grants	-	-	2	-	-	-	
	-	-	2	-	-	-	
Expenditures (By Activity)							
Council	209	184	185	294	342	199	
Policy Development	272	239	240	243	251	258	
Public Information	85	75	75	95	105	81	
	566	497	500	632	698	537	
Net Revenue (Expenditures)	(566)	(497)	(498)	(632)	(698)	(537)	
Expenditures (By Object)							
Wages & Benefits	334	346	349	362	378	392	
Other O&M	232	151	151	270	320	145	(1)
	566	497	500	632	698	537	

Note:

(1) O&M budget increases in 2006 and 2007 for the preparation of the Arctic Winter Games which is going to be hosted by the City in 2008.

CITY CLERK

The highlights of the City Clerk's Office include the:

- Continuation and enhancement of the City's weekly resident flyer *Capital Update*;
- Provision of administrative support to the 2005 Yellowknife Board of Revision;
- Provision of administrative support to the Development Appeal Board;
- Provision of administrative support to the Council Remuneration Review Committee;
- Provision of administrative support to the Yellowknife Area Policing Advisory Committee;
- Coordination, production and distribution of Council and Committee agendas and reports, both in hardcopy and on the City's website;
- Provision of administrative support to Council and Standing Committees of Council.

2006/2007/2008 Goals

The goals of the City Clerk's Office are to:

- Provide accurate and timely legislative support services to City Council, its standing and special committees, Administration, the Development Appeal Board, the Board of Revision and Yellowknife Area Policing Advisory Committee.
- Conduct municipal elections, by-elections and voter approvals in accordance with territorial legislation.
- Enhance the Records Management Program by further educating and assisting staff with new technologies with the records management software.
- Continue and enhance the Public Information Program.
- Establish standards for the City's corporate image.
- Continue the transition to a "paperless" environment.
- Coordinate the 2006 Federation of Canadian Municipalities Board of Directors Conference.

2006/2007/2008 Objectives

- Review Council and Administrative policies to identify obsolescence and reflect technological advancements;
- Collaborate with Elections NWT to synchronize and share election procedures and costs;
- Review and assist each department's records management and storage practices;
- Develop a Records Management and Storage Policy;
- Identify publication standards to be used throughout the corporation;
- Update the Secretarial Handbook;
- Ensure website content reflects the needs of the community and is updated on a regular basis;
- Achieve 95% efficiency on profiling documents within the electronic document management system;
- Enhance the public information program through media relations.



GENERAL FUND - City Administrator

City Clerk Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Grants	1	-	-	-	-	-	
	1	-	-	-	-	-	
Expenditures (By Activity)							
Council	177	208	199	193	226	236	
Board Support	19	22	21	22	23	24	
Election Administration	11	8	8	59	14	14	
Public Information	80	74	71	76	81	83	
Records Management	19	21	20	8	8	9	
	307	334	319	358	353	367	
Net Revenue (Expenditures)	(306)	(334)	(319)	(358)	(353)	(367)	
Expenditures (By Object)							
Wages & Benefits	241	264	248	256	271	285	
Other O&M	66	70	71	102	82	81	(1)
	307	334	319	358	353	367	

Notes:

(1) In 2006, there will be a general election for the City Council.

City Clerk Performance Measures

	Actual 2003	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators:								
Council & Committee meetings attended	88	99	98	100	100	100	100	
Directors meetings	51	52	50	50	50	50	50	
By-laws reviewed in preparation for Council	49	55	52	55	55	55	55	
Memorandums to Committee reviewed	-	195	197	195	195	195	195	
Efficiency Measures:								
% of minutes prepared and distributed within time frame as defined in the Council Procedures By-law	100%	100%	100%	100%	100%	100%	100%	
Average weekly cost of advertising (includes both print and radio)	\$1,118	\$1,258	\$1,120	\$1,155	\$1,196	\$1,281	\$1,281	
Effectiveness Measures:								
# of weekly advertising circulars delivered	6,288	7,337	7,337	7,709	7,709	8,009	8,009	
Mayor/Council Election:								
Voter turnout	55%	-	-	-	55%	-	-	
Voter turnout for approval of By-laws:								
Paving/Road Rehabilitation	55%	-	-	-	55%	-	-	(1)

Note:

(1) Under the new *CTV Act*, municipalities must now seek voter approval, as opposed to ratepayer approval, for all Debenture By-laws. However, voter approval does not have to be sought if a debt management plan has been adopted by Council. The 2006-2008 budget is based on no new borrowing for road rehabilitation, thus there will be no voting.

HUMAN RESOURCES

2005 Highlights

The highlights of the Human Resources Division include:

- Completed mediation with the International Association of Fire Fighters, resulting in a two-year collective agreement.
- Completed negotiations with the Public Service Alliance of Canada and achieved a three-year contract.
- Renewed a three-year Employment By-law for Management staff.
- Participation in North American Occupational Safety & Health Week.
- Continued emphasis on safety and health: more training such as Transportation of Dangerous Goods, First Aid/CPR, more joint safety committee meetings and regular "toolbox" meetings in the divisions.
- Facilitated an organizational structure change: Department of Public Safety & Development split into two departments in May of 2005: Public Safety and Planning & Development.
- Successful joint program re Workplace Education (literacy) with the GNWT.
- Revision of some outdated Human Resources policies.
- Successful implementation of a Human Resources Information System (HRIS) including an attendance module.
- Established through the benefit provider annual benefit statements for all employees.
- Ongoing maintenance of an Employee and Family Assistance Program (EFAP) for employees.

2006/2007/2008 Goals

The goals of the Human Resources Division are:

- To provide a comprehensive workforce planning, staffing and recruitment service that ensures employees perform effectively and efficiently to assist the City in obtaining its goals.
- To demonstrate high standards of ethical behavior, including the protection of confidentiality and the promotion of fair and equitable treatment of all employees.
- Continue to provide a comprehensive benefits package that meets the needs of all employees, including assisting with disability management and accommodation needs.
- Advance the City of Yellowknife into a learning organization and an exemplary workforce by promoting, encouraging and organizing the acquisition of knowledge and skills for employees.
- Continue developing strategies to enhance the flow of information between the City and its employees.
- Provide guidance and monitoring of the City's Occupational Health & Safety Program, with the goal of reducing injuries on the job.
- To manage accurate and timely human resource information and to respond to customer needs by providing this promptly.
- To foster policy development and maintenance.



2006/2007/2008 Objectives

The objectives to meet these goals are:

- Vacancies are staffed in a timely and cost effective manner by suitable and qualified persons in accordance with the merit principle.
- Recruitment strategies are reviewed and changed according to labour market conditions.
- All job descriptions accurately reflect the duties & responsibilities of the position and are classified accordingly.
- Statistical, attendance and benefit reports are maintained and monitored regularly.
- Performance measurement tools are utilized efficiently, appropriately and in a timely manner.
- The ongoing development of a retention strategy for the City, focusing on current labour market issues that will enable us to meet Council's Strategic Goal #5: "A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services."
- Working proactively with all union and employee groups by actively participating in Joint Consultative Committees.
- Actively promoting the Employee Recognition and SAVE programs.
- Participating in various departmental staff meetings addressing concerns and/or issues.
- Promoting the "Open Door" policy of Human Resources so employees can establish a sense of organizational wholeness.
- Communicating with all employees on a regular basis.
- Creating an orientation program that further enhances employee communication and that will help facilitate the employer-employee bond for new hires.
- Keeping employees apprised of entitlements, cost saving measures and changes to benefits.
- Providing senior management with quarterly reports on overtime, leave and attendance.
- Managing the training & development budget to ensure that employees have access to opportunities and that training for core competencies and professional development is provided.
- Providing relevant in-house training programs.
- Producing a regular electronic newsletter that is informative for employees and is posted on bulletin boards for those who do not have access to it electronically.
- Developing a more comprehensive occupational safety and health program that is geared to raising awareness of safety in the workplace, including the full development of a safety policy that will be followed throughout the organization.
- Ensuring employees are aware of safety related training opportunities and encouraging their attendance.
- Managing disability cases jointly with Workers Compensation Board and/or the insurance provider, as appropriate.
- Reviewing existing policies and providing revisions that are appropriate to the current workforce.
- Researching, developing and implementing new policies where appropriate.

GENERAL FUND - City Administrator

Human Resources Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Grants	16	-	-	-	-	-	
	16	-	-	-	-	-	
Expenditures (By Activity)							
Payroll & Benefits Administration	171	106	190	235	263	346	(1)
Labour Relations	151	189	167	199	210	213	
Employee Placement	121	148	135	150	159	158	
Employee Development	223	206	247	229	235	232	
Occupational Health & Safety	29	37	33	38	42	40	
	696	686	772	853	909	988	
Net Revenue (Expenditures)	(680)	(686)	(772)	(853)	(909)	(988)	
Expenditures (By Object)							
Wages & Benefits	316	278	351	413	416	531	(1)
Other O&M	380	408	421	439	494	458	
	696	686	772	853	909	988	

Notes:

(1) The employee accrued future benefit will increase from 2006 to 2008 since more employees will be added to the qualified age groups.



GENERAL FUND - City Administrator

Human Resources Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008
Workload Indicators:						
Recruitment						
No. new hires/promotions/transfers						
Permanent	30	31	30	30	30	30
Casual/Part-time/Term	90	95	80	80	80	80
Labour Relations						
No. grievances filed	15	21	8	10	10	10
No. Joint Consultation Committee meetings held	4	1	0	4	4	4
Payroll Benefit Administration						
No. T4s issued	350	324	330	330	330	330
Employment Development						
No. conferences, seminars and training sessions attended by City employees	80	94	100	100	100	100
Occupational Health & Safety						
No. safety related training workshops	10	11	25	15	15	15
No. Divisional ("tool box") meetings	100	105	100	100	100	100
No. OHS meetings	4	4	4	4	4	4
No. workplace injuries reported	50	53	50	40	40	40
Efficiency Measures:						
Recruitment						
Cost per new hire	\$4,375	\$3,311	\$3,500	\$3,500	\$3,500	\$3,500
Labour Relations						
Average no. sick days per employee	5	4.7	5	5	5	5
Payroll Benefit Administration						
Average cost to process payroll per employee per pay period	\$2.02	\$2.33	\$2.40	\$2.40	\$2.40	\$2.40
Average monthly cost to the City to provide employee benefit package	\$78,400	\$78,519	\$80,400	\$83,000	\$86,320	\$90,700
Employee Development						
Average annual cost of employee devt.: per employee	\$1,275	\$1,275	\$1,000	\$1,260	\$1,260	\$1,260
per course	\$2,045	\$2,177	\$1,975	\$2,080	\$2,080	\$2,080
Occupational Health & Safety						
No. of "lost time" accidents	30	18	20	20	20	20

GENERAL FUND - City Administrator

Human Resources Performance Measures (Continued)

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Effectiveness Measures:							
Recruitment							
% of vacancies filled internally	35%	29%	55%	30%	30%	30%	
% of vacancies filled by fully qualified candidates	90%	74%	75%	75%	75%	75%	
Labour Relations							
Turnover ratio	12%	15%	15%	15%	15%	15%	
% of grievances settled before arbitration or withdrawn	40%	62%	85%	85%	85%	85%	
Benefit Administration							
% of employees who understand benefits	95%	91%	N/A	N/A	N/A	N/A	(1)
Employee Development							
Average no. training opportunities per employee per year	1.5	1.8	1.5	2	2	2	
Occupational Health & Safety							
Comparative analysis of injuries - increase or (decrease)	(8)	(5)	(3)	(5)	(5)	(5)	(2)

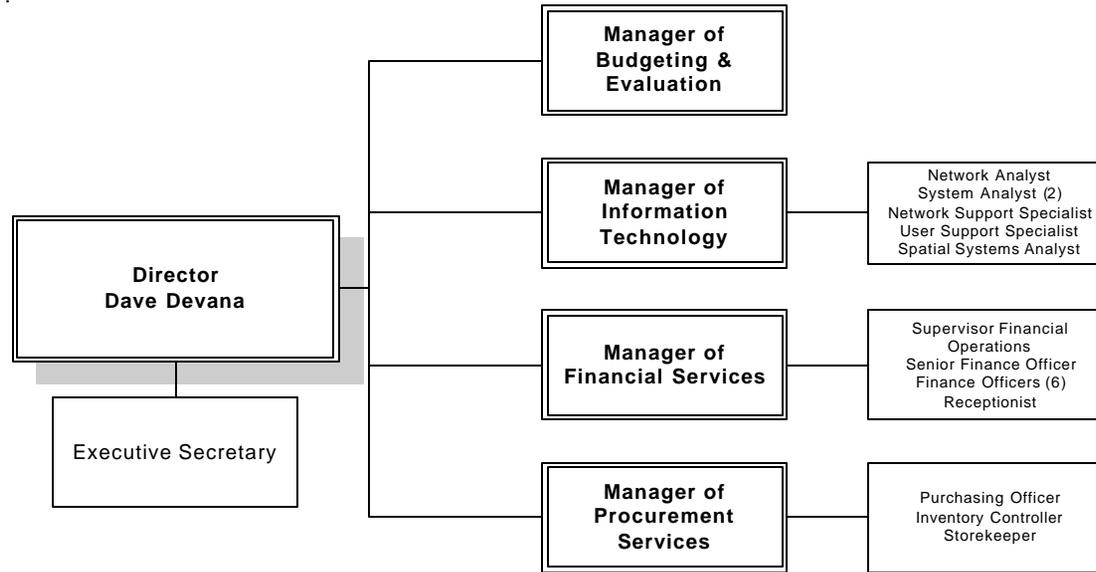
Note:

- (1) This question was asked in the last Employee Survey, which was completed in 2004.
 (2) Number of workplace injuries for current year minus number of workplace injuries for previous year. If the result is negative, it indicates a decrease.



GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Directorate	3.00	3.00	3.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Financial Services						9.96	9.94	9.91	9.91	9.91
Accounting	5.30	5.30	5.30	5.30	5.30					
Treasury	6.00	6.00	5.53	5.53	5.53					
Procurement Services	4.30	4.30	4.00	4.00	4.00	4.00	4.00	4.35	4.00	4.35
Information Technology	5.30	5.30	5.00	5.00	5.00	6.00	6.00	7.00	7.00	7.00
	23.90	23.90	23.33	22.83	22.83	22.96	22.94	24.26	23.91	24.26
Permanent Positions	23.00	23.00	23.03	22.53	22.53	22.53	22.53	23.53	23.53	23.53
Part-time/ casual	0.90	0.90	0.30	0.30	0.30	0.43	0.41	0.73	0.38	0.73
	23.90	23.90	23.33	22.83	22.83	22.96	22.94	24.26	23.91	24.26

Note: In 2003 the City reorganized the Departments of Corporate Services and Finance. The Accounting and Treasury were combined into one.

CORPORATE SERVICES DIRECTORATE

2005 Highlights

The highlights of the Corporate Services Directorate include:

- Receipt of the Canadian Award for Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for the 2004 Annual Financial Report. This award is given to municipalities whose annual financial reports achieve the high program standards for Canadian government accounting and financial reporting.
- Receipt of the GFOA Popular Annual Financial Reporting award for the City's 2004 Annual Report. The goal is to produce reports that make the financial data more accessible.
- Receipt of a Distinguished Budget Presentation Award from GFOA for the triennial budget beginning January 1, 2005. In order to receive this award, a government unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.
- Continued implementation of new financial and municipal software and its integration with "Smart Communities" software applications.
- Continued participation in the Northern Communities Insurance Reciprocal (NORCIX).
- Intervened in the application by the Northwest Territories Power Corporation for a general rate increase.
- Council adopted an updated set of Budget Policies.

2006/2007/2008 Goals

The goals of the Corporate Services Directorate are to:

- Provide efficient client support to City Council and Administration in the areas of finance, procurement and information technology.

- Provide financial information support to the organization in a manner which is up-to-date, timely and reflective of good value for money to ratepayers.
- Maintain accurate and timely financial records in accordance with generally accepted accounting principles such that the needs for financial information, both internal and external, are well served.
- Manage the City's financial resources prudently.

2006/2007/2008 Objectives

The objectives of the Corporate Services Directorate are to:

- Prepare an audited annual report by March 31st that qualifies for the Canadian Government Finance Officers Association Award for Financial Reporting.
- Prepare a multi-year budget document for 2006/2007/2008 that reflects the goals and objectives of Council.
- Continue to assist with the implementation of new municipal software.
- Review all revenue sources and consolidate in a new Fees and Charges Bylaw.
- Review the property assessment function and prepare for a Request for Proposal call in 2007.



GENERAL FUND - Corporate Services

Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers	719	716	723	634	569	527	(1)
User Charges	359	328	323	323	323	323	
	<u>1,078</u>	<u>1,044</u>	<u>1,046</u>	<u>957</u>	<u>892</u>	<u>850</u>	
Expenditures (By Division)							
Directorate	562	531	536	556	569	587	
Information Technology	952	1,118	1,115	1,234	1,324	1,355	
Financial Services	789	794	775	804	841	867	
Procurement & Risk Management Services	1,446	1,439	1,496	1,439	1,404	1,309	
	<u>3,749</u>	<u>3,882</u>	<u>3,923</u>	<u>4,032</u>	<u>4,138</u>	<u>4,117</u>	
Net Revenue (Expenditures)	<u>(2,671)</u>	<u>(2,838)</u>	<u>(2,877)</u>	<u>(3,075)</u>	<u>(3,246)</u>	<u>(3,267)</u>	
Expenditures (By Object)							
Wages & Benefits	1,791	1,912	1,879	2,028	2,161	2,260	
Other O&M	1,958	1,970	2,043	2,004	1,976	1,858	
	<u>3,749</u>	<u>3,882</u>	<u>3,923</u>	<u>4,032</u>	<u>4,138</u>	<u>4,117</u>	

Note:

- (1) The insurance premiums have risen drastically from \$464,000 in 2001 to \$877,000 in 2006. GNWT offsets the increase by a special grant.

GENERAL FUND - Corporate Services

Directorate Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
User Charges	140	140	140	140	140	140	(1)
	140	140	140	140	140	140	
Expenditures (By Activity)							
Labour Relations	6	6	6	8	8	9	
Support to Council	90	96	97	102	107	111	
Property Assessment	178	176	178	194	182	185	(1)
Financial Reporting & Analysis	289	253	255	252	273	282	
	562	531	536	556	569	587	
Net Revenue (Expenditures)	(422)	(391)	(396)	(416)	(429)	(447)	
Expenditures (By Object)							
Wages & Benefits	304	321	322	339	357	373	
Other O&M	258	210	214	217	212	213	
	562	531	536	556	569	587	

Note

- (1) Since 1995, the City has entered into an assessment authority agreement with GNWT. The City is planning for a general assessment in 2006.



INFORMATION TECHNOLOGY

2005 Highlights

The highlights of the Information Technology Division include:

- Launching the Geographic Information System (GIS) project to create a single, unified access point to diverse data throughout the organization.
- Deploying a storage area network to efficiently meet the City's growing data storage demands.
- Replacing the public access computers at the Library with current, robust technology that can be managed effectively by Library staff.
- Upgrading the Point of Sale systems to streamline the processing of all payments received in person at City Hall and the Pool.
- Modifying the Waste Baling System to support new tipping fee structures and policies.
- Starting the Mobile Inspections project to streamline data entry and reporting processes.
- Acquiring and configuring new software to manage the new traffic lights.
- Providing ongoing support, enhancement, and refinement of the financial and municipal software and Smart Communities systems.
- Sustaining efforts to protect the City's information technology infrastructure, including the:
 - Ongoing upgrades to the network infrastructure and server base to provide increased capacity and reliability.
 - Ongoing maintenance of anti-spam, anti-virus, and Web content filtering services.
- Maintaining a weekly email update to keep City staff informed of Information Technology projects, services, and issues.

2006/2007/2008 Goals

The goals of the Information Technology Division are to:

- Provide focused information technology that is responsive to the requirements of all City Departments.
- Support the efficient and effective operation of all information systems, and ensure that service interruptions are minimized.
- Supply technical leadership and support for ongoing systems projects within the City.

2006/2007/2008 Objectives

The objectives of the Information Technology Division are to:

- Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively.
- Adhere to the recommendations of the Information Technology Strategic Plan, as resources permit.
- Lead an effective Information Technology User Group Advisory Committee, in accordance with its Terms of Reference.
- Provide prompt and knowledgeable responses to user problems and requests for assistance.
- Maintain a consistent and efficient User Support Contact List to simplify the contact process for the user while at the same time exploiting the strengths of each support team member.
- Complete the implementation of the Document Management System, under the leadership of the City Clerk, and provide the appropriate user support.
- Deliver appropriate support and assistance for centralized printing, scanning, copying and faxing.

GENERAL FUND - Corporate Services

- Provide continued leadership to support and sustain the financial and municipal software modules and ensure they continue to provide City staff with effective and useful tools.
- Continue to build on the technology infrastructure foundation created by the CityLINK component of the Smart Communities project.
- Effectively manage the various information technology capital projects, including the:
 - Deployment, coordination, and expansion of GIS tools throughout the organization.
 - Acquisition and deployment of the technical infrastructure required to support Mobile Inspection services.
 - Coordination of projects to integrate Payroll, WorkTech, and Diamond / eEnterprise data.
 - Evaluation, acquisition, and deployment of a map management system and a scanner for the Planning and Lands and Inspections divisions.
 - Evaluation, acquisition, and deployment of an automated ticket writer solution for the Municipal Enforcement Division.



GENERAL FUND - Corporate Services

Information Technology Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
User Charges	-	-	-	-	-	-	
Expenditures (By Activity)							
Maintenance	546	624	622	701	754	755	
Installation	241	287	287	303	317	336	
Training & Support	111	138	138	154	169	176	
System Development	54	68	68	76	84	87	
	<u>952</u>	<u>1,118</u>	<u>1,115</u>	<u>1,234</u>	<u>1,324</u>	<u>1,355</u>	
Net Revenue (Expenditures)	<u>(952)</u>	<u>(1,118)</u>	<u>(1,115)</u>	<u>(1,234)</u>	<u>(1,324)</u>	<u>(1,355)</u>	
Expenditures (By Object)							
Wages & Benefits	493	568	563	634	711	742	(1)
Other O&M	460	550	552	599	613	613	
	<u>952</u>	<u>1,118</u>	<u>1,115</u>	<u>1,234</u>	<u>1,324</u>	<u>1,355</u>	

Notes:

- (1) Starting from July 2006 there will be one additional system analyst who will be responsible for the management of the City's spatial data and GIS applications.

GENERAL FUND - Corporate Services

Information Technology Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008
Workload Indicators						
No. of servers	25	24	24	22	21	21
No. of networks	13	13	13	12	12	12
No. of user workstations	120	120	132	136	146	150
No. of laptops		1	4	14	14	14
No. of loaner laptops	4	4	4	4	4	4
No. of handhelds	11	11	13	18	23	28
No. of printers	57	54	53	52	49	48
No. of scanners	21	20	27	28	28	28
No. of special purpose computer systems	9	10	13	13	13	13
No. of applications supported	146	183	187	187	164	166
Desktop (core)	14	14	14	14	12	13
Desktop (specialized)	50	58	64	65	65	64
AS400	20	20	20	20	0	0
Diamond/eEnterprise	23	39	39	39	39	41
Class	5	11	11	11	11	11
FDM	7	7	7	7	7	7
IVR	4	3	3	3	3	3
Web	15	22	22	22	22	22
Operating Systems	8	9	7	6	5	5
No. of work orders opened	1,257	1,354	1,936	2,130	2,236	2,348
No. of work orders closed	1,244	1,351	1,932	2,125	2,231	2,343
% of work orders closed	99%	100%	100%	100%	100%	100%
No. of page views	2,537,292	2,415,837	1,961,301	2,157,431	2,373,175	2,610,492
Efficiency Measures						
Average infrastructure cost per user	\$4,575	\$4,051	\$4,388	\$4,374	\$4,307	\$4,261
Average cost per completed work order	\$275	\$240	\$264	\$282	\$295	\$304
Average cost per page view	\$0.06	\$0.06	\$0.08	\$0.08	\$0.08	\$0.08
Average no. of visitors per day	519	1,108	1,295	1,424	1,567	1,723
Average no. of page views per day	3,471	6,601	5,382	5,920	6,512	7,163
Effectiveness Measures						
% of users receiving updated PC	33%	33%	32%	33%	33%	33%
Web site visitors per day	519	1,109	1,296	1,425	1,567	1,723
Informational Site		1,008	1,172	1,289	1,418	1,559
eBusiness		67	74	81	89	98
eConnect		34	50	55	60	66



GENERAL FUND - Corporate Services

FINANCIAL SERVICES

2005 Highlights

The highlights of the Financial Services Division include:

- Reinstatement of monthly reconciliation procedures of all subsystems;
- Increase in training in the cash receipting function for all staff to improve customer service;
- Training of staff on the report writer function within the financial software to enable minor changes to various reports to be made within the division, thereby increasing efficiency;
- Creation of a filing system for lotteries which contains detailed information packages on all successful lottery candidates;
- 93% of properties listed on the original 2005 tax auction list paid off the outstanding property taxes before going to auction; two properties were sold at the 2005 tax auction.

2006/2007/2008 Goals

The goals of the Financial Services Division are to:

- Provide courteous and helpful assistance to customers;
- Improve the internal controls within the division;
- Improve the administration of Lottery By-law No. 4092;
- Manage the City's financial resources prudently;
- Maintain accurate and timely financial records in accordance with generally accepted accounting principles, such that the needs for financial information, both internally and externally are well served;
- Diligently collect outstanding amounts owed to the City.

2006/2007/2008 Objectives

The objectives of the Financial Services Division are to:

- Provide accurate variance reports on a monthly basis within 30 days of month end, and quarterly variance reports to Council within 30 days of quarter end;
- Develop sound financial procedures for the utilities, taxes, accounts receivable, accounts payable and cash receipt functions to improve customer service, facilitate training of staff and to streamline processes between departments;
- Document the above procedures in a Financial Services Procedures Manual;
- Purchase and implement a collections module that integrates with all other areas of the finance software to collect, in a prudent manner, any outstanding balances;
- Prepare quarterly cash flow reports;
- Create a calendar of events for the division to incorporate into the Corporate Services Calendar to ensure all legislative requirements are met;
- Implement regular monthly training sessions on financial procedures;
- Conduct a survey to identify areas where the City's customers can be better served;

GENERAL FUND - Corporate Services

Financial Services Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	219	188	183	183	183	183
	219	188	183	183	183	183
Expenditures (By Activity)						
Cash Receipts & Collections	232	234	228	220	230	237
Cash Management	7	34	34	21	29	37
Customer Invoicing	177	196	192	166	172	177
Financial Analysis and Reporting	172	214	209	227	239	232
Lottery Licensing	61	7	7	21	22	30
Public Information/Inquiry	76	44	43	84	81	84
Vendor Payments	64	65	64	65	68	71
	789	794	775	804	841	867
Net Revenue (Expenditures)	(570)	(606)	(593)	(621)	(658)	(684)
Expenditures (By Object)						
Wages & Benefits	694	710	677	709	746	771
Other O&M	95	85	98	94	95	97
	789	794	775	804	841	867



GENERAL FUND - Corporate Services

Financial Services Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
<i>Workload Indicators:</i>							
Accounts Payable and Disbursements							
No. of Accounts Payable Invoices Processed	4,800	4,915	4,850	4,750	4,600	4,500	
No. of VISA Card Transactions Processed	7,000	7,063	7,300	7,400	7,500	7,600	
No. of VISA Card Disbursements	12	12	12	12	12	12	
No. of Electronic Fund Transfer Disbursements	65	113	145	200	250	300	
No. of Account Payable Cheques Issued	2,300	2,423	2,400	2,350	2,300	2,350	
Cash Receipting and Collections							
No. of Cash Receipts Issued	72,000	58,717	60,000	62,000	63,000	64,000	
Customer Invoicing							
No. of Utility Customer Accounts	5,101	5,098	5,208	5,304	5,350	5,400	
No. of Tax Customer Accounts	5,475	5,473	5,500	5,550	5,600	5,650	
No. of Tax Certificates Issued	800	927	850	850	850	850	
No. of Accounts Receivable Invoices Processed	12,279	10,544	9,500	10,000	10,500	11,000	
Financial Analysis and Reporting							
No. of Annual Reports Printed	8,100	8,985	8,900	8,900	8,900	8,900	
Lottery Licencing							
No. of Lottery Licences Issued	300	350	350	350	350	350	
<i>Efficiency Measures:</i>							
Accounts Payable and Disbursements							
Cost per Procurement Transaction							
- VISA	\$21.85	\$22.75	\$23.66	\$24.55	25.33	26.31	(1)
- Electronic Fund Transfer	\$21.92	\$21.92	\$22.00	\$21.30	20.87	20.94	
- Cheques	\$76.87	\$76.87	\$79.53	\$82.69	85.15	87.68	(2)
Customer Invoicing							
Cost to process and mail a utility invoice	\$29.00	\$4.01	\$4.14	\$4.26	\$4.35	\$4.45	(3)
Cash conversion cycle (No. of days)	86	92	85	85	85	85	
Financial Analysis and Reporting							
Cost to produce the annual report	\$28,000	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000	

Note:

- (1) Includes the cost to process a requisition and order the product.
- (2) Includes the cost to process a requisition, purchase order and order the product.
- (3) The 2004 projected figure included the cost to perform a re-read on all utility accounts. However, a re-read is only performed on an average of 0.8% of all utility accounts per month when the first meter reading is unusually high or low.

GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Effectiveness Measures:							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after invoice date	700	1,231	1,100	1050	1000	950	
Cash Management							
Average rate of return on investments	2.5%	2.8%	3.0%	3.0%	3.0%	3.0%	
No. of Days Positive Cash Balance	365	365	365	365	365	365	
Cash Receipting and Collections							
Average days Revenue Outstanding							
Tax (net 60 days)	96	104	107	100	95	90	
Utility (net 21 days)	46	52	63	58	52	47	
Other (net 30 days) - not including land sales	40	43	38	35	33	30	
No. of Utility Accounts Balances transferred to Taxes	700	0	0	600	600	600	(1)
No. of Tax accounts who use pre-authorized payment services	2,500	2,380	2,500	2,600	2,700	2,750	
Customer Invoicing							
Customer satisfaction with bill payment services at City Hall *	-	-	-	85%	85%	85%	
No. of respondents *	-	-	-	200	200	200	
Financial Analysis and Reporting							
Avg. No. of days reconciliations completed late	360	360	30	15	0	0	
Lottery Licencing							
No. of lottery statements outstanding	50	34	50	30	25	20	

* Customer Satisfaction survey was not completed for 2004 or 2005

Note:

(1) Subject to amendment of Cities, Towns and Villages Act.



GENERAL FUND - Corporate Services

PROCUREMENT AND RISK MANAGEMENT SERVICES

2005 Highlights

The highlights of the Procurement Services Division include:

- Successfully implemented a new phone system in 2004 and brought the City's external areas into the phone reporting system.
- Sourced a new mobile phone provider. All City staff received new phones, programmed with all City cellular numbers.
- Increased service to City departments by adding several new items to inventory while also increasing inventory turnover to 2.4 times.
- Coordinated the sale of City assets (vehicles & equipment) ready for disposal.
- Made excellent use of the Bidding Opportunities page on the City's website. All non-invitational competitive bids were advertised and documents made available online.
- Assisted Community Services with several of their capital projects.
- Increased the Division's involvement with large purchases by 60% in projects with values greater than \$25,000.

2006/2007/2008 Goals

The goals of the Procurement Services Division are to:

- Contribute to the operations of the City by providing efficient and responsive materials management, including acquisitions, inventory, storage, distribution, and disposal.
- Administer claims and ensure the City's interests are looked after by working closely with the City's insurers, adjusters and insurance brokers, while ensuring fair treatment of claimants.
- Provide procurement expertise and guidance for both operational and capital budget items.

- Participate as corporate team members in identifying and developing good supplier partnerships, and also in providing excellent customer service to internal and external customers.

2006/2007/2008 Objectives

The objectives of the Procurement Services Division are to:

- Continue to take part in capital purchases on a regular basis by scheduling our involvement with the departments. Scheduling will be done in January in order to ensure that projects can be taken care of on a timely basis to meet the schedules and demands of the user departments.
- Continue to provide better usage information in several areas including phones, Visa procurement, and copiers. Given the escalating price of fuel, special attention will also be given to fuel usage.
- Continue to work toward offering a more ergonomic work place to employees through education and improvements to furniture and work spaces.
- Continue to increase inventory turnover rate, even in the face of the rise in value and number of items stocked in inventory.
- Increase level of involvement in parts ordering for the mechanic's shop.
- Process routine requisitions within three working days.

GENERAL FUND - Corporate Services

Procurement and Risk Management Services Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers	719	716	723	634	569	527	(1)
	719	716	723	634	569	527	
Expenditures (By Activity)							
Material Purchasing	175	162	168	188	182	195	
Inventory Management	136	134	139	130	129	140	
Risk Management	959	971	1,010	925	895	772	(1)
Common costs	176	172	179	195	198	202	
	1,446	1,439	1,496	1,439	1,404	1,309	
Net Revenue (Expenditures)	(727)	(723)	(773)	(805)	(835)	(782)	
Expenditures (By Object)							
Wages & Benefits	302	313	317	345	347	374	
Other O&M	1,144	1,126	1,179	1,094	1,056	935	(1)
	1,446	1,439	1,496	1,439	1,404	1,309	

Note:

- (1) The insurance premiums have risen drastically from \$464,000 in 2001 to \$877,000 in 2006. The Territorial Government offsets the increase by a special grant.



GENERAL FUND - Corporate Services

Procurement and Risk Management Services Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Inventory							
Issuances	7,000	5,465	6,109	6,500	6750	7000	(1)
Inventory Line Items Received	900	1,190	1,700	1,800	1850	1900	(2)
Year End Inventory Value (000's)	275	233	418	420	430	440	(2)
Procurement (excluding inventory)							
No. purchase orders issued	577	575	555	575	585	600	
Procurement card transactions (PCT)	6,865	7,099	7,075	7,200	7300	7400	
Value of PCT (000's)	1,371	1,413	1,612	1,700	1750	1800	
No. of card holders	76	76	80	80	80	80	
Risk Management							
No. of insurance incidents	16	25	20	24	24	24	(3)
No. of incidents turning into claims	8	9	12	12	12	12	
Efficiency Measures							
Inventory							
Annual inventory turnover	2.3	2.4	2.4	2.5	2.7	2.7	
% of inventory line items received and stored within 2 working days	85%	85%	84%	82%	80%	80%	
Effectiveness Measures							
Procurement							
% of goods/services purchased through the Procurement Division	90%	90%	85%	85%	85%	85%	
% of goods/services purchased locally	88%	88%	90%	90%	90%	90%	

Notes:

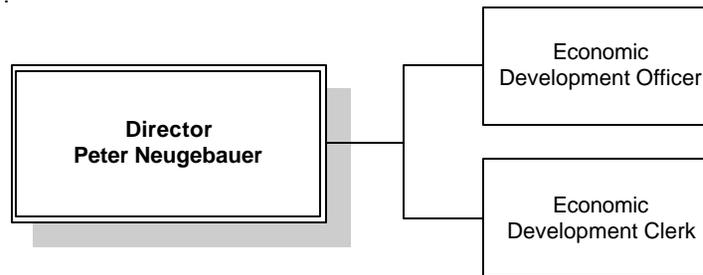
- (1) The 2004 Actual is lower than 2004 Projected because the street signs were expected to be issued out of inventory prior to 2004 year-end. They are in 2005 inventory and are part of our regular inventory.
- (2) Inventory volumes (both items and value) increased significantly due to addition of road signs, hydrant parts, and sweeper parts to inventory.
- (3) Insurance claims are very difficult to predict. These can vary drastically from year to year and we have little control over the variables which affect them.

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GENERAL FUND - Economic Development

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Directorate	3.00	3.00	3.00	3.30	3.30	3.30	3.30	3.30	3.30	3.30
	3.00	3.00	3.00	3.30	3.30	3.30	3.30	3.30	3.30	3.30
Permanent Positions	0.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Casual/part-time				0.30	0.30	0.30	0.30	0.30	0.30	0.30
Term	3.00	3.00	3.00							
	3.00	3.00	3.00	3.30	3.30	3.30	3.30	3.30	3.30	3.30

2005 Highlights

The highlights of the Economic Development Department include:

- Applied for and received federal government funding through International Trade Canada's Community Investment Support Program (CISP). Funding will be used to develop a SWOT analysis. The SWOT analysis will highlight the City's competitive advantages to attract new investors and target new industries. The information will be used to guide the City in its continuing efforts to develop long-term economic diversification initiatives.
- Produced and distributed the Yellowknife Community Profile. The profile, which will be updated annually, is a comprehensive resource that will aid our ongoing efforts to attract residents and new business. The resource is available online and in hard copy.
- Developed and implemented TOP PIX, a local photography contest. Images of Yellowknife were displayed in an exhibit at City Hall and on the City's website. Images will be used in City publications and promotional material.
- Secured funding from GNWT Industry, Tourism and Investment for a territorial membership in the Northwest Corridor Development Corporation. The Corporation, which now includes the Northwest Territories, British Columbia, Alberta and Alaska, focuses on northern transportation and economic development opportunities. Formal membership provides for a Northwest Territories position on the Board of Directors. It also enables the City to pursue new partnerships and exchange new technology and ideas with fellow members.
- Compiled research to develop an economic diversification analysis. The research will be paired with the SWOT analysis prepared under the Community Investment Support Program (CISP). The information pieces will become part of the City's economic research tool-kit.
- Participated in partnership with NWT Tourism to produce the Diamond Capital of North America™ promotional booklet in Japanese, to support the aurora tourism market in Yellowknife and the NWT.
- Partnered with Canadian Tourism Commission, NWT Tourism, and offshore travel agents in delivering an aurora photography contest for Japanese visitors. An awards ceremony for the winner will be held at the Canadian Embassy in Tokyo. The prize is a Canadian diamond, cut and polished in Yellowknife.
- Partnered with the GNWT (Industry, Tourism and Investment – Diamond Projects, Education, Culture and Employment), NWT Tourism, Aurora College, diamond manufacturers, and local retailers, to develop and execute a worldwide awareness campaign to raise the profile of Canadian diamonds and increase visitation to Yellowknife and the NWT. The multi-phase campaign, titled *Rare in Nature – Diamonds of the Canadian Arctic*, was launched in October and targets travel, tourism, fashion and entertainment markets, both nationally and internationally.
- Supported initiatives and community partnerships that raised the profile of the city, and strengthened business development opportunities within the Diamond Capital of North America™, and throughout the NWT. Key activities included:
 - Partnered with the Assembly of First Nations to develop a conference bid package for the 2005 Assembly of First Nations Annual General Assembly. Between 2,000 and 3,000 people came to Yellowknife to participate in the conference this past July.
 - Participated in an NWT/Alberta promotion to attract visitors to Yellowknife and the NWT. Partners included CTV, Pizza 73, Fantasyland Hotel (West Edmonton Mall), NWT Tourism, Canadian North, Town of Inuvik, Gallery of the Midnight Sun, Blachford Lake Lodge, and Arctic Nature Tours in Tuktoyaktuk.



GENERAL FUND - Economic Development

- Provided in-kind sponsorships for local events such as the Geoscience Forum.
- Supported the 50th anniversary of Caribou Carnival through a contribution for external marketing.
- Supported the Northern Frontier Visitors Association's function as the visitor information service centre for Yellowknife; its continued development as a gateway to the Northwest Territories; and its operation of the Yellowknife Airport Visitor Services counter and gift shop.
- Participated in the convention bureau and events/festivals coordination activities.
- Participated in workshop discussions related to socio-economic impact guidelines for the MacKenzie Valley and continued to monitor information requests from the MacKenzie Gas Project Joint Review Panel.
- Maintained networking opportunities with our capital city counterparts through continued participation in the Canadian Capital Cities Organization (CCCO). Continue to promote, on a national level, Yellowknife's dual capital status - capital of the Northwest Territories and Diamond Capital of North America™.

2006/2007/2008 Goals

The goal of the Economic Development Department is:

- To support an economically diverse and vibrant local economy based on the transportation, resources, public service and tourism sectors.

2006/2007/2008 Objectives

The objectives of the Economic Development Department are to:

- Update and reprint the Yellowknife Community Profile annually.
- Continue efforts to identify and secure federal funding that will increase revenue opportunities to support and maintain the City's economic, environmental and social infrastructure.
- Complete an economic diversification strategy.
- Further development of partnerships, such as the *Rare in Nature* campaign, which promote Yellowknife as the Diamond Capital of North America™, and lead to the creation of new diamond tourism products and opportunities.
- Continue to support events/festivals coordination and external marketing of these activities, and initiatives that enhance Yellowknife and the entire Northwest Territories.
- Identify value-added opportunities for the city resulting from non-renewable resource development.
- Redefine and focus Northern Frontier Visitors Association's function as the visitor information service centre for Yellowknife, and support the enhancement of their role as a gateway to the Northwest Territories.
- Maintain networking opportunities with our capital city counterparts through continued participation in the Canadian Capital Cities Organization. Continue to promote, on a national level, Yellowknife's dual capital status position.
- Continue to support the development of cultural, artistic and tourism opportunities in Yellowknife.
- Contribute to the City's efforts to maintain and enhance partnerships with public and private sector groups and associations.

GENERAL FUND - Economic Development

Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Government Transfers						
Other Grants	51	60	60	60	60	60
	<u>51</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>	<u>60</u>
Expenditures (By Activity)						
Attract Business & Family Relocation	58	63	61	67	69	70
Canadian Capital Cities	19	21	20	22	23	23
Community Partnerships	69	71	68	76	77	79
Diamond Capital of N. America	49	52	50	55	56	57
Minerals, Oil & Gas Development	29	31	30	33	34	34
Research Planning & Program Dev.	29	31	30	33	34	34
Service Contract - NFVA	97	115	111	131	134	135
Tourism Marketing Plan	126	126	121	133	136	138
	<u>477</u>	<u>513</u>	<u>492</u>	<u>550</u>	<u>562</u>	<u>570</u>
Net Revenue (Expenditures)	<u>(426)</u>	<u>(453)</u>	<u>(432)</u>	<u>(490)</u>	<u>(502)</u>	<u>(510)</u>
Expenditures (By Object)						
Wages & Benefits	256	280	259	308	319	328
Other O&M	222	233	233	243	243	243
	<u>477</u>	<u>513</u>	<u>492</u>	<u>550</u>	<u>562</u>	<u>570</u>



Economic Development Performance Measures

It is a challenge to measure the direct effects of our marketing, public relations, and promotional activities. Ideally, the Department of Economic Development's efforts and expenditures are undertaken in conjunction with other senior levels of government, trade and commerce organizations, and special interest groups. This method helps us achieve maximum benefit and impact, and minimize costs. Our role is often facilitation and niche filling. Partnerships and joint ventures are preferred initiatives.

For these reasons, direct net performance can be difficult to identify and isolate. Therefore, a reliance on big picture economic indicators and performance measures is often necessary. Available measures include:

- Inquiry, contact, and participation statistics, as well as mail-out and other fulfillment collected by the City's Economic Development Department.
- Northern Frontier Visitors Association and tourism operators maintain visitation data and, from time to time, the GNWT prepares visitor exit survey reports.
- The City's development permits, building permits, business licence, taxation and utility records are indicators of economic development and business activity within the community.
- Benchmarks provided by Canada Mortgage and Housing Corporation, Statistics Canada (The Consumer Price Index), NWT Bureau of Statistics (Statistics Quarterly).

Economic initiatives usually develop over a period of time and may not have strictly defined input/output indicators. Measurable patterns are less structured and are often interrupted. However, individual program performance measures may include, but are not limited to:

Canadian Capital Cities Organization (CCCO)

The Department of Economic Development occupies the seat for the City of Yellowknife on the CCCO board of directors.

Representatives combine their efforts to promote the 14 capitals of Canada in terms of cultural, historical, and economic prospects. Best practice exchanges among the capital cities can result in cost saving and economies of scale.

Attract Business and Family Relocation

Program measurements can be based on housing and business statistics, new business licences, business expansions, big-box and national chain start-ups, fulfillment and inquiries.

The Department of Economic Development produced and distributed the Yellowknife Community Profile in 2005. The community profile will be updated and revised annually. Copies are available on the City's website and through the Department of Economic Development.

GENERAL FUND - Economic Development

City of Yellowknife Building Inspection Permits & Value - 8 Year Comparison

	1998	1999	2000	2001	2002	2003	2004	2005
Permits								
Residential	149	145	113	141	437	628	364	360
Commercial	91	101	110	113	135	187	96	133
Value								
Residential	2,843,142	3,193,547	5,447,390	12,273,368	44,284,954	44,897,392	14,304,551	13,848,638
Commercial	10,586,001	19,057,164	12,923,578	14,751,867	31,363,595	39,620,068	13,733,130	16,920,064

New Business License Report - 5 Year Comparison

	*Combined	Commercial	Home	Non-Resident
2001	261	**N/A	**N/A	**N/A
2002	256	106	113	30
2003	332	116	173	31
2004	264	97	151	16
2005	205	82	99	24

* Combined new license statistics include: home, commercial, non-resident, and peddler.

** N/A statistical breakdown not available.



GENERAL FUND - Economic Development

The department also maintains an inquiry/fulfillment summary. The summary tracks recruitment, relocation, business and tourism inquiries, which are effective statistics for determining current market trends. The department fulfills annual requests for recruitment/relocation packages from several organizations, including: Stanton Territorial Hospital, GNWT Department of Health and Social Services, mining/resource developers, Yellowknife Welcome Wagon, GNWT Department of Education, Culture and Employment, aurora tourism operators, RCMP G Division, the Department of National Defence, and Aurora College.

The following table provides a summary of inquiry and fulfillment requirements.

City of Yellowknife					
<u>Inquiry/Fulfillment Summary - 5 Year Comparison</u>					
	2001	2002	2003	2004	2005
January	477	195	119	1,076	410
February	185	148	230	650	608
March	249	113	283	349	802
April	212	253	346	580	671
May	273	555	243	314	927
June	591	560	600	707	1,352
July	918	565	748	277	390
August	331	102	162	298	676
September	436	85	417	707	402
October	193	443	253	121	579
November	190	104	482	86	4,527
December	144	230	727	36	35
TOTAL	4,199	3,353	4,610	5,201	11,379

The Northern Frontier Visitors Centre provides additional recruitment and relocation packages.

Northern Frontier Visitors Centre					
North Slave Region					
<u>Relocation/Recruitment Fulfillment - 5 Year Comparison</u>					
	2001	2002	2003	2004	2005
Recruitment	409	279	111	23	91
Relocation	365	390	547	463	249
TOTAL	774	669	658	486	340

Community Partnerships and Joint Ventures

Performance measures can be based on the number and dollar value of partnerships, cost sharing activities, and investment opportunity buy-ins. Ideally, the net benefit and impact will exceed the sum of the individual contributions. It is challenging to statistically determine net benefits and impact of partnerships and joint ventures. Contributions to community programs are measured through sponsorship recognition and the success of contracts and bids.

The Department of Economic Development partnered with the federal government, through its Community Investment Support Program, to develop a SWOT analysis of the City's potential to attract investment.

Northern Frontier Visitors Association (NFVA)

NFVA performance measurements are related to components of NFVA's service contract requirements and deliverables. Contract requirements and deliverables are measured through visitor services, such as the fulfillment of visitor information packages, walk-in visitation, and website visits.

GENERAL FUND - Economic Development

**Northern Frontier Visitors Centre
North Slave Region
Visitor Information Packages/Fulfillment
5 Year Comparison**

	2001	2002	2003	2004	2005
January	615	744	269	319	144
February	723	573	556	527	885
March	960	727	502	580	501
April	760	903	400	468	380
May	1,880	886	1,137	287	590
June	994	1,188	575	566	1,656
July	552	1,294	527	370	480
August	1,178	192	355	421	89
September	453	191	714	543	349
October	447	171	458	275	108
November	284	213	163	192	414
December	243	102	353	63	123
TOTAL	9,089	7,184	6,009	4,611	5,719

**Northern Frontier Visitors Centre
North Slave Region
Website Visits - 4 Year Comparison**

	2002	2003	2004	2005
January	3,345	8,006	13,493	13,227
February	2,855	6,388	9,632	14,690
March	3,080	6,309	10,743	16,457
April	2,988	5,779	9,134	17,124
May	1,055	7,194	11,083	16,544
June	3,547	7,256	9,702	14,578
July	3,703	6,682	10,008	16,004
August	3,309	9,133	9,557	12,020
September	3,945	17,948	9,141	9,235
October	6,176	16,684	10,212	15,218
November	6,051	20,946	9,992	15,324
December	6,852	20,767	12,780	16,396
TOTAL	46,906	133,092	125,477	176,817

**Northern Frontier Visitors Centre
North Slave Region
Walk-in Visitation by Month - 10 Year Comparison**

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
January	299	347	433	994	884	1,093	606	753	706	823
February	526	610	585	1,012	1,224	1,196	945	841	926	1,004
March	640	730	916	1,589	1,255	1,675	1,161	892	948	1,008
April	348	478	475	599	688	657	600	559	406	456
May	680	667	774	631	799	794	693	726	555	570
June	2,414	2,379	759	2,175	2,963	2,784	2,417	2,094	2,252	1,462
July	2,877	2,580	1,234	4,473	4,169	3,224	3,634	3,160	3,445	1,835
August	2,047	2,210	1,401	2,437	3,304	3,075	3,380	2,478	2,143	1,617
September	721	942	789	1,121	1,054	1,129	1,414	1,096	1,303	1,674
October	442	431	525	544	455	428	434	546	494	419
November	470	198	336	319	499	558	379	295	420	410
December	522	450	601	809	871	834	802	589	784	952
TOTAL	11,986	12,022	8,828	16,703	18,165	17,447	16,465	14,029	14,382	12,230



GENERAL FUND - Economic Development

Tourism Marketing and Development

Distribution and fulfillment reports are used to identify market trends and are an important source for determining marketing and product development direction. Tourism visitation is reported by the Government of the Northwest Territories, tour operators, and the Northern Frontier Visitors Centre. Additional measurements are determined through media coverage received.

Northern Frontier Visitors Centre North Slave Region					
<u>Sector Inquiry/Fulfillment Information - 5 Year Comparison</u>					
	2001	2002	2003	2004	2005
Hunting/Fishing	181	113	60	27	57
Road Touring	445	162	192	95	283
Explorers Guide	114	94	112	103	209
Outdoor Adventure	228	204	176	37	22
Student	198	445	122	34	75
Ambassador	911	94	6	0	0
General	3224	3404	2400	1818	2043
Miscellaneous	4939	2291	1521	988	574
TOTAL	10240	6807	4589	3102	3263

Minerals, Oil and Gas

Performance measurements can be determined by the number of new business licences and employment activity related to the non-renewable resource sectors, and new corporate initiatives and/or real estate activity.

Research, Planning and Program Development

Program assessments include: the number of initiatives, study participation, and contributions to sustainable programs; contributions to City and NWT planning initiatives; and enhancements of database and reference materials.

Diamond Capital of North America™

Number of sorting/evaluation and cutting/polishing facilities established. New diamond/jewellery retailers and business licences issued to related secondary diamond industries. Inquiries associated with diamond activity, purchasing and tourism opportunities. Global media attention received referencing Yellowknife and the diamond industry.

In 2005, the Department partnered with the GNWT (Industry, Tourism and Investment – Diamond Projects, and Education, Culture and Employment), NWT Tourism, Aurora College, local retailers, and diamond manufacturers to execute an international awareness campaign – *Rare In Nature – Diamonds of the Canadian Arctic*.

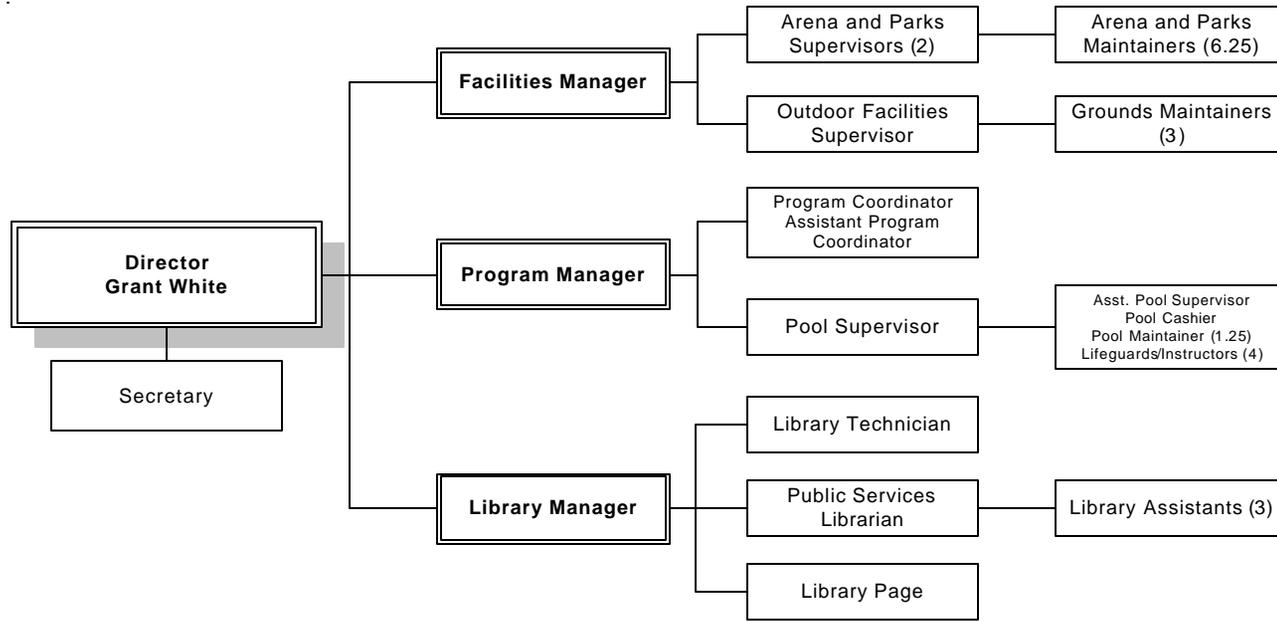
The campaign will promote travel to Yellowknife, the Diamond Capital of North America™, and encourage visitors and the public at large to buy Canadian diamonds.

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GENERAL FUND - Community Services

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Directorate	5.06	5.06	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Arenas/Parks	13.20	13.20	13.20	13.20	14.50	15.00	16.69	17.04	17.04	17.04
Pool	11.70	11.70	11.70	11.70	11.70	11.70	11.95	11.92	11.78	11.68
Programs	2.60	2.60	2.60	2.94	3.94	3.86	3.86	3.86	3.86	3.86
Library	7.00	7.00	7.00	7.00	7.00	7.00	6.75	6.75	6.75	6.75
	39.56	39.56	39.50	39.84	42.14	42.56	44.25	44.57	44.43	44.33
Permanent Positions	28.50	28.50	28.00	28.00	30.00	30.93	32.93	32.93	32.93	32.93
Part-time/Casual	11.06	11.06	11.50	11.84	12.14	11.63	11.32	11.64	11.50	11.40
	39.56	39.56	39.50	39.84	42.14	42.56	44.25	44.57	44.43	44.33

GENERAL FUND - Community Services

2005 Highlights

The highlights of the Community Services Department include:

- The continued success in the partnership between the City and Facilities for Kids in providing fundraising/sponsorship opportunities;
- The continued success in the partnership between the City and the School Districts with the redevelopment of the Sir John Franklin High School Ball Diamond into a more useable sports field;
- The continued success in the provision of programs and special events to the community through the Library and Program Divisions;
- The completion of various capital projects that will add to the life span of recreation facilities and reduce operating costs for these facilities including skylight repairs at the Ruth Inch Memorial Pool, upgrades to the heating and ventilation system at the Community Arena.

2006/2007/2008 Goals

The goals of the Community Services Department are to:

- Provide opportunities to enhance recreational, cultural, educational and informational interests in Yellowknife;
- Provide fair and equitable programs and services, which promote participation for people of all ages and abilities and are accessible to all;
- Provide safe and comfortable recreation environments;
- Provide a library collection of print and non-print materials to meet the informational, educational, cultural and recreation needs of Yellowknife residents;
- Develop and adapt the City's services to address the changing trends and needs of the community;
- Raise public awareness and involvement in recreation and leisure activities in Yellowknife;
- Increase partnership opportunities to finance, develop and maintain recreational and leisure programs, services and facilities in Yellowknife;
- Expand multi-purpose and multi-use recreation and leisure opportunities within the community.

2006/2007/2008 Objectives

The objectives of the Community Services Department are to:

- Ensure that the facilities, programs and services that are operated by the Department are done in an effective and efficient manner without compromising safety and comfort to the participants;
- Continue to develop the partnership with Facilities For Kids in the development of sponsorship opportunities for the benefit of increasing recreation facilities for the community;
- Commence with the implementation of the Integrated Parks, Trail and Open Space Development Study Implementation Strategy for the further development and enhancement of trails and open spaces within the City;
- Assist the 2008 Arctic Games Host Society in preparing and hosting a successful 20th Arctic Winter Games in Yellowknife.



GENERAL FUND - Community Services

Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Government Transfers						
Other Grants	197	96	90	92	92	92
User Charges	1,343	1,462	1,460	1,529	1,569	1,570
	<u>1,540</u>	<u>1,558</u>	<u>1,551</u>	<u>1,621</u>	<u>1,661</u>	<u>1,662</u>
Expenditures (By Activity)						
Administration	495	462	477	481	501	517
Arenas	1,107	1,200	1,310	1,328	1,385	1,424
Parks	565	568	621	625	650	672
Library	824	861	865	899	935	966
Pool	973	950	1,015	1,035	1,075	1,104
Recreation	323	325	306	340	350	360
Wildcat	11	10	9	10	11	11
City Hall	230	265	271	286	289	294
	<u>4,528</u>	<u>4,640</u>	<u>4,874</u>	<u>5,004</u>	<u>5,197</u>	<u>5,348</u>
Net Revenue (Expenditures)	<u>(2,988)</u>	<u>(3,082)</u>	<u>(3,323)</u>	<u>(3,382)</u>	<u>(3,536)</u>	<u>(3,686)</u>
Expenditures (By Object)						
Wages & Benefits	2,519	2,664	2,692	2,857	3,008	3,117
Other O&M	2,009	1,976	2,182	2,147	2,189	2,231
	<u>4,528</u>	<u>4,640</u>	<u>4,874</u>	<u>5,004</u>	<u>5,197</u>	<u>5,348</u>

Directorate Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Sports and Recreation Grant	50	-	-	-	-	-	
User Charges	4	6	7	6	6	6	(1)
	<u>54</u>	<u>6</u>	<u>7</u>	<u>6</u>	<u>6</u>	<u>6</u>	
Expenditures (By Activity)							
Council	139	131	135	135	142	147	
Facility Operations	76	70	72	73	76	78	
Program Delivery	85	81	84	84	87	89	
Library Services	74	68	71	71	74	77	
Public Information	121	112	116	117	122	126	
	<u>495</u>	<u>462</u>	<u>477</u>	<u>481</u>	<u>501</u>	<u>517</u>	
Net Revenue (Expenditures)	<u>(441)</u>	<u>(456)</u>	<u>(470)</u>	<u>(475)</u>	<u>(495)</u>	<u>(511)</u>	
Expenditures (By Object)							
Wages & Benefits	403	420	421	438	458	474	
Other O&M	92	42	56	42	43	43	
	<u>495</u>	<u>462</u>	<u>477</u>	<u>481</u>	<u>501</u>	<u>517</u>	

Notes:

(1) User charges are advertising revenues from the Recreation Guide.

ARENAS

2005 Highlights

The highlights of the Facilities - Arenas Division include:

- Provision of a high level of customer service to user groups and visitors over the course of the year;
- Working cooperatively with Facilities for Kids to promote fundraising opportunities within City Facilities;
- Continued hosting of a wide variety of activities that accentuate the multi-purpose nature of the Yellowknife Community Arena and the Multiplex;
- Continued success of working partnerships with the wide variety of associations who regularly utilize both the Multiplex and Yellowknife Community Arena;
- Installation of bleacher heating, reflective ceiling and ventilation upgrades at the Yellowknife Community Arena.

2006/2007/2008 Goals

The goals of the Facilities - Arenas Division are to:

- Generate an increase in revenue in both arenas by way of a more efficient user group schedule;
- Provide safe, comfortable and enjoyable facilities for the residents of Yellowknife;
- Achieve the highest quality of service possible within the facilities through responsible management of staff and resources;
- Maintain the Multiplex and Yellowknife Community Arena in such a way as to promote a positive image to the public and to user groups;
- Ensure that the mechanical aspects of the facilities will realize their full life cycle through the utilization of a preventative maintenance program that addresses all facets of each facility daily, weekly and monthly;
- Maintain a fast, smooth and safe ice surface at both arenas by ensuring the ice depth is kept between 1 ¼ and 1 ½ inches through the use of weekly measures;
- Assist with the introduction and promotion of the Multiplex for year-round multi-purpose use by the community.

2006/2007/2008 Objectives

The objectives of the Facilities - Arenas Division are to:

- Utilize a preventative maintenance program that addresses all facets of each facility daily, weekly and monthly;
- Work with the various user groups to successfully program and schedule the arenas for the upcoming seasons.



GENERAL FUND - Community Services

Arenas Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
User Charges	506	592	614	600	600	601	
	<u>506</u>	<u>592</u>	<u>614</u>	<u>600</u>	<u>600</u>	<u>601</u>	
Expenditures (By Activity)							
Ice Maintenance	151	176	193	182	192	198	
Arena Maintenance	514	628	686	693	727	749	
Plant & Equipment Maintenance	442	395	431	452	466	478	
	<u>1,107</u>	<u>1,200</u>	<u>1,310</u>	<u>1,328</u>	<u>1,385</u>	<u>1,424</u>	
Net Revenue (Expenditures)	<u>(601)</u>	<u>(608)</u>	<u>(695)</u>	<u>(727)</u>	<u>(785)</u>	<u>(824)</u>	
Expenditures (By Object)							
Wages & Benefits	443	529	555	598	638	662	
Other O&M	664	671	754	729	748	763	(1)
	<u>1,107</u>	<u>1,200</u>	<u>1,310</u>	<u>1,328</u>	<u>1,385</u>	<u>1,424</u>	

Notes:

(1) This is due to the increase in heating oil and fuel costs.

GENERAL FUND - Community Services

Arenas Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators:							
Yellowknife Community Arena (YKCA)							
Ice Rental (billable hours)	2,710	2,710	1,583	1,583	1,755	2,005	(1)
Ice Rental (non-billable hours)	25	43	3	3	5	5	
Lobby Rental (billable hours)	26	34	0	0	0	0	
Lobby Rental (non-billable hours)	60	12	73	73	75	75	
Arena Floor Rental (billable hours)	145	48	50	50	50	50	
Arena Floor Rental (non-billable hours)	56	24	24	24	24	24	
Multiplex							
Ice Rental (billable hours)	2,734	2821	5,559	5,559	5,559	5,559	
Ice Rental (non-billable hours)	25	26	50	50	50	50	
Lobby Rental (billable hours)	61	52	75	75	100	100	
Lobby Rental (non-billable hours)	406	450	400	400	400	400	
Arena Floor Rental (billable hours)	686	550	500	500	500	500	
Arena Floor Rental (non-billable hours)	22	48	96	96	96	96	
Gym Floor Rental (billable hours)	3,328	2,854	3,056	3,056	3,250	3,500	
Gym Floor Rental (non-billable hours)	165	336	350	350	350	350	
Multipurpose Room Rental (billable hours)	1,340	1,390	1,700	1,700	1,700	1,700	
Multipurpose Room Rental (non-billable hours)	15	180	151	151	150	150	
Efficiency Measures:							
Yellowknife Community Arena (YKCA)							
Recovery rate	44%	52%	36%	37%	36%	35%	
Multiplex							
Recovery rate	42%	42%	52%	54%	52%	51%	
Effectiveness Measures:							
% of citizens satisfied or very satisfied with the Multiplex	76%	76%	-	-	-	-	
% of citizens very satisfied or somewhat satisfied with the operations of the Arenas	-	-	-	90%	-	90%	(2)

Notes:

(1) Forecast increased from 2007 onwards due to upgrades in 2005 and 2006.

(2) This question will be asked every second year of Citizen Satisfaction Survey. (2003 survey showed 63% of citizens were satisfied.)



PARKS

2005 Highlights

The highlights of the Facilities - Parks Division include:

- Beautification of the Multiplex site, which involved grassing the median along Taylor and Kam Lake Roads;
- Consistent delivery of high quality parks, playgrounds and outdoor rinks to the community;
- Continued beautification of downtown core, by replacing dead or vandalized trees with fully mature trees and replacing litter containers as required;
- Grassing the ball diamond at Sir John Franklin High School and converting it to a sports field;
- Replacement of the play equipment at Olexin Park;
- Installation of floating docks along the waterfront;
- Installation of sprinkler system at Lakeview Cemetery.

2006/2007/2008 Goals

The goals of the Facilities - Parks Division are to:

- Provide safe, comfortable and enjoyable parks and trails for the residents of Yellowknife;
- Manage staff and resources in a responsible and effective manner;
- Continue to enhance and develop additional green spaces within the City;
- Continue to maintain and upgrade current play areas and structures to a high standard of care and safety;
- Continue effective operational procedures by introducing efficient cost saving measures.

2006/2007/2008 Objectives

The objectives of the Facilities - Parks Division are to:

- Maintain the trees located on City property to a high level, ensuring tree replacement does not exceed 10%;
- Address 90% of all acts of vandalism within one business day and repair damage within three business days of notification;
- Maintain the six outdoor skating rinks and the skating oval on Frame Lake during the winter months;
- Respond to 90% of maintenance service enquiries and requests within one business day;
- Ensure litter control in the Central Business District is maintained at a high standard, seven days a week, to reduce the number of complaints.

GENERAL FUND - Community Services

Parks Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	45	32	60	55	55	55
	45	32	60	55	55	55
Expenditures (By Activity)						
Plant/Equipment Maintenance	50	51	55	55	57	59
Turf Maintenance	160	160	175	174	180	186
Litter Collection	60	60	65	69	72	74
Snow Removal	25	25	28	31	33	34
Parks Maintenance	73	72	79	79	82	84
Sports Fields Maintenance	90	90	98	105	108	112
Special Events	56	57	62	61	64	66
Cemetery Maintenance	36	38	41	35	36	38
Janitorial	16	16	17	17	18	19
	565	568	621	625	650	672
Net Revenue (Expenditures)	(520)	(536)	(562)	(570)	(596)	(618)
Expenditures (By Object)						
Wages & Benefits	405	421	426	450	474	492
Other O&M	160	147	195	175	176	180
	565	568	621	625	650	672



GENERAL FUND - Community Services

Parks Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators:							
Green Space Maintenance							
Sq. m. of Class A green space maintained	97,731	97,731	102,200	102,200	102,500	102,500	(1)
Sq. m. of Class B green space maintained	48,075	48,075	48,075	48,075	48,075	48,075	
Sq. m. of Class C green space maintained	6,400	6,400	6,400	6,400	6,400	6,400	
No. of transplanted trees maintained in Green spaces	260	260	280	280	280	280	(2)
Playground Maintenance							
No. of playgrounds maintained	16	16	16	16	16	16	
Sport Court & Fields Maintenance							
No. of tennis courts maintained	8	8	8	8	8	8	
No. of ball diamonds maintained	8	8	7	7	7	7	(3)
No. of sports pitches maintained	2	2	3	3	3	3	(3)
No. of outdoor ice rinks maintained	8	8	8	8	8	8	
No. of skateboard parks maintained	1	1	1	1	1	1	
No. of basketball courts maintained	5	5	5	5	5	5	
Trail Maintenance							
Metres of paved trail maintained	2,000	2,000	2,000	2,000	2,000	2,000	
Metres of unpaved trail maintained	5,700	5,700	5,700	5,700	5,700	5,700	
City Core Maintenance							
No. of trees and flower pots maintained in City core	92	92	92	92	92	92	
No. of litter receptacles emptied in City core	48	48	48	48	48	48	
City Hall Grounds Maintenance							
No. of flower beds maintained in City Hall grounds	11	11	11	11	11	11	
No. of days snow is required to be cleared from walkways	54	54	60	55	55	55	
Cemetery Maintenance							
No. of yearly burials	23	23	18	20	20	20	
Deliveries							
No. of delivery requests made in a year	65	65	120	130	130	130	(4)
No. of litter containers emptied (excluding City core)	143	143	143	143	143	143	

(cont'd...)

GENERAL FUND - Community Services

Parks Performance Measures (Continued)

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Efficiency Measures:							
Green Space Maintenance							
Cost per sq. m. to maintain Class A green space	\$3.17	\$3.17	\$2.64	\$3.00	\$3.00	\$3.00	
Cost per sq. m. to maintain Class B green space	\$1.77	\$1.77	\$1.74	\$1.75	\$1.75	\$1.75	
Cost per sq. m. to maintain Class C green space	\$1.22	\$1.22	\$1.30	\$1.25	\$1.25	\$1.25	
Cost per tree to maintain transplanted trees in green spaces	\$91.48	\$91.48	\$62.00	\$100.00	\$100.00	\$100.00	(5)
Playground Maintenance							
Cost per playground to maintain	\$406.60	\$406.60	\$500.00	\$410.00	\$410.00	\$410.00	
Sport Court & Fields Maintenance							
Cost per tennis court maintained	\$137.25	\$137.25	\$135.00	\$150.00	\$150.00	\$150.00	
Cost per ball diamond maintained	\$6,641.50	\$6,641.50	\$7,500.00	\$7,000.00	\$7,000.00	\$7,000.00	
Cost per sports pitches maintained	\$3,618.75	\$3,618.75	\$8,000.00	\$7,500.00	\$7,500.00	\$7,500.00	(6)
Cost per outdoor ice rink maintained	\$1,248.84	\$1,248.84	\$1,500.00	\$1,250.00	\$1,250.00	\$1,250.00	
Cost per skateboard park maintained	\$1,423.10	\$1,423.10	\$6,680.00	\$6,500.00	\$6,500.00	\$6,500.00	(7)
Cost per basketball court maintained	\$130.11	\$130.11	\$128.00	\$130.00	\$130.00	\$130.00	
Trail Maintenance							
Cost per m. to maintain trails - summer	\$3.17	\$3.17	\$2.96	\$3.20	\$3.20	\$3.20	
Cost per m. to maintain paved trail - winter	\$2.68	\$2.68	\$3.00	\$2.65	\$2.65	\$2.65	
Down Town Core Maintenance							
Cost per sq. block for litter collection - summer (20 blocks)	\$2,350	\$2,350	\$2,112.00	\$2,112.00	\$2,112.00	\$2,112.00	
Cost per sq. block for litter collection - winter (20 blocks)	\$915	\$915	\$1,050.00	\$1,050.00	\$1,050.00	\$1,050.00	
Cost per trees or flower display maintained in core	\$159	\$159	\$133.50	\$160.00	\$160.00	\$160.00	
City Hall Grounds Maintenance							
Cost per flower bed maintained in City Hall grounds	\$225.47	\$225.47	\$203.60	\$225.00	\$225.00	\$225.00	
Cost per year to clear walkways of snow	\$9,148.50	\$9,148.50	\$12,000.00	\$9,000.00	\$9,000.00	\$9,000.00	(8)

(cont'd...)



GENERAL FUND - Community Services

Parks Performance Measures (continued)

	Actual 2003	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Note
Effectiveness Measures:								
Green Space Maintenance								
% of citizens very satisfied or somewhat satisfied with the condition of City parks, trails and other spaces	79%	-	-	78%	-	85%	-	(9)
Trail Maintenance								
% of citizens very satisfied or somewhat satisfied with the condition of the walking trails	89%	-	-	-	78%	-	80%	(9)
Downtown Core Maintenance								
% of citizens very satisfied or somewhat satisfied with the litter problem in City playgrounds	60%	-	-	-	65%	-	66%	(9)
Outdoor Rinks								
% of citizens very satisfied or somewhat satisfied with the maintenance of the City's outdoor rinks	-	-	-	-	50%	-	55%	(9)

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) Increased due to Rotary Waterfront Park.
- (2) Trees added to Fritz Thiel Park and Magrum Park.
- (3) Dirt baseball diamond converted into sports field.
- (4) Better inventory of requests.
- (5) Trees added but no extra time allocated in 2005.
- (6) Greater care required of field due to high usage.
- (7) New standard derived from Skate Park working group.
- (8) Heavy snowfall in 2005.
- (9) Questions will be asked in Citizen Survey every second year.

AQUATICS

2005 Highlights

The highlights of the Aquatic Division include:

- Provision of WHMIS training to all pool staff;
- Installation of a second transfer pump into the system as backup to assist with vacuuming of pool basin and backwashes of filter tanks;
- Upgrades to bathroom partitions in the ladies washroom/ change rooms;
- The second upgrade of a skylight to prevent condensation from dripping, to maintain a drier environment and reduce the chance of moulds growing;
- Repairs to the pool deck/tank and reinstallation of the climbing wall;
- Hosted Drowning Prevention Day;
- Hosted Water Safety Week;
- Facilitated seven sponsored swims.

2006/2007/2008 Goals

The goals of the Aquatic Division are to:

- Provide a variety of interesting, accessible, equitable and safe aquatic programs and services to residents of all ages;
- Endeavor to present recreation choices that reflect the trends and interests of the community;
- Work cooperatively and collaboratively with individuals and organizations;
- Minimize pool closures, aside from annual maintenance and statutory holidays;
- Improve the delivery of special events;
- Proactively approach daycare providers to offer swim activities;
- Research the viability of providing aquatic programs classes to be offered during the day;
- Improve the present level of customer service;

- Develop and promote a volunteer program that will attract future lifeguards/instructors (e.g. Junior Lifeguard Club).

2006/2007/2008 Objectives

The objectives of the Aquatic Division are to:

- Meet budget projections for recovery;
- Maintain aquatic program participation levels: 5% private lessons, 25% preschool lessons, 40% Red Cross swim lessons, 5% adult lessons, and 25% lifesaving and advanced awards;
- Dedicate a minimum of 56.5 hours a week to recreational swimming;
- Minimize pool closures for maintenance to 2 of 365 days (0.5%);
- Continue to provide pool accessibility of 3 hours a day for 9 of 11 statutory holidays.



GENERAL FUND - Community Services

Aquatics Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Government Transfers	-	-	-	-	-	-
User Charges	388	384	395	406	406	406
	<u>388</u>	<u>384</u>	<u>395</u>	<u>406</u>	<u>406</u>	<u>406</u>
Expenditures (By Activity)						
Instruction	218	185	198	198	206	212
Guarding	258	256	274	280	293	301
Operations & Maintenance	497	508	543	558	576	591
	<u>973</u>	<u>950</u>	<u>1,015</u>	<u>1,035</u>	<u>1,075</u>	<u>1,104</u>
Net Revenue (Expenditures)	<u>(585)</u>	<u>(566)</u>	<u>(620)</u>	<u>(630)</u>	<u>(669)</u>	<u>(699)</u>
Expenditures (By Object)						
Wages & Benefits	616	611	616	648	682	703
Other O&M	357	338	398	387	393	401
	<u>973</u>	<u>950</u>	<u>1,015</u>	<u>1,035</u>	<u>1,075</u>	<u>1,104</u>

Aquatics Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
No. of Pool bookings	-	2,767	2,900	2,900	2,900	2,900	
No. of programs offered	-	505	520	520	520	520	
Pool Maintenance Coverage (%)	21%	21%	21%	21%	21%	21%	
Efficiency Measures							
Pool Recovery Rate	39%	40%	39%	39%	38%	37%	
Non-trained Pool Maintenance Coverage	79%	79%	79%	79%	79%	79%	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with the operation of the pool	-	-	-	80%	-	85%	(1)

Notes:

(1) Citizen Satisfaction Survey conducted every two years.

RECREATION

2005 Highlights

The highlights of the Recreation Division include:

- 4,900 children participated in the summer day camp program this year at the Multiplex;
- 47 registered members in the Adopt-a-Street program;
- Introduction of new programs for the public. (e.g. scrapbooking and youth ballroom dance; unicycling has returned);
- Rental of approximately 30,000 hours of gym and classroom time;
- Distribution of 2005 Spring Cleanup grants to 36 youth groups;
- 13 special events were hosted by the City in 2005;
- Santa Claus parade had 11 entries;
- The City's summer special events continue to be successful with: the participation of Sir John Franklin High School band at the Community Day Barbeque; partnerships with Canadian Heritage, CJCD and Immigration Canada for the Canada Day Celebration and with CJCD and Spirit Walker Productions for Music in the Park;
- The Yellowknife Lawn and Landscape Contest had 32 entries this season;
- The third annual Corporate Challenge had a 10% increase over 2004 participation;
- Helped Sport North in identifying participants for the first NWT Winter and Summer Games;
- Programs Division began handling the bookings of all facilities, sport fields, parks and equipment;
- The Class Facility Booking and Program Registration software was upgraded to version 5.2.

2006/2007/2008 Goals

The goals of the Recreation Division are to:

- Provide a variety of interesting, accessible, varied, equitable and safe recreation programs and services for the residents of Yellowknife and visitors;
- Endeavor to present recreational choices that reflect the trends and interests of the community;
- Work cooperatively and collaboratively within the City of Yellowknife and with outside organizations to host citywide events and programs.

2006/2007/2008 Objectives

The objectives of the Recreation Division are to:

- Increase participation in the Adopt-a-Street program by 5 % each year;
- Increase program enrollment by 5%;
- Run diverse programs that encourage a wide cross-cultural number of hobbies, interests and activities for Yellowknife residents of all ages;
- Organize a minimum of 12 special events annually;
- Establish Multiplex for Summer Day Camp programs;
- Establish partners and funding for Youth at Risk programs;
- Rent community time through the Joint Use agreement with all three school divisions and the Multiplex Gym at the rate of 70% of availability from September to April and 50% of availability from May to August;
- Meet or exceed the recreational program budgeted revenue targets;
- To establish a successful youth and adult drop in program.



GENERAL FUND - Community Services

Recreation Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Government Transfers	9	6	2	4	4	4
User Charges	344	353	306	371	371	371
	<u>353</u>	<u>359</u>	<u>308</u>	<u>375</u>	<u>375</u>	<u>375</u>
Expenditures (By Activity)						
Indoor Programs	177	170	160	175	179	183
Outdoor Programs	113	108	101	116	121	124
Celebrations	33	47	44	49	51	52
	<u>323</u>	<u>325</u>	<u>306</u>	<u>340</u>	<u>350</u>	<u>360</u>
Net Revenue (Expenditures)	<u>30</u>	<u>34</u>	<u>2</u>	<u>35</u>	<u>25</u>	<u>15</u>
Expenditures (By Object)						
Wages & Benefits	194	206	192	221	231	240
Other O&M	129	119	114	119	120	120
	<u>323</u>	<u>325</u>	<u>306</u>	<u>340</u>	<u>350</u>	<u>360</u>

Recreation Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
No. of special events	13	12	13	13	13	14	
No. of Adopt-a-Street partners	45	45	47	49	51	53	(1)
No. of recreational/playground programs offered	254	245	190	250	250	250	(2)
No. of gym spaces available:							
Public school	26,783	26,783	25,185	27,000	27,000	27,000	
Catholic school	13,000	11,781	12,270	13,000	13,000	13,000	
Francophone school	24	25	153	200	200	200	
Multiplex Gym	4,500	4,367	4,367	5,600	5,600	5,600	
Efficiency Measures							
% of costs recovered by the Recreation Program Division	107%	107%	108%	110%	110%	110%	
No. of participants in recreational and playground programs	9,000	9,000	9,603	11,400	11,400	11,400	
% of gym space available rented	82%	75%	83%	80%	80%	80%	
% of city streets covered under the Adopt-a-Street program	24%	24%	24%	25%	26%	26%	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with the recreational programs offered	-		80%		80%		(3)

Notes:

- (1) The increase in participants reflects an increase in the area cleaned through the Adopt-a-Street Program because the city area has grown greater than the amount of area being cleaned.
- (2) The drop in the number of programs offered this year was a direct result of one of our instructors deciding to go into private practice (e.g. dance, tap, jazz).
- (3) Citizen Satisfaction Survey will be conducted every two years. (2003 survey showed 70% of citizens were satisfied.)

LIBRARY

2005 Highlights

The highlights of the Library Division include:

- Numerous special programs: Children's Book Week, Philosopher's Café, Literacy Week, Mural Painting, Summer Reading Program, Toddler and Preschool Story Times, attracting adults, young adults, and children;
- Numerous author visits including Steven Galloway, Pauline Holdstock, and Deborah Ellis, funded by Canada Council for the Arts;
- Partnered with World Literacy of Canada to present poet Stuart Ross;
- Partnered with Aurora College and the NWT Library Association in sponsoring author Gwynne Dyer;
- Mural by Dawn Oman, funded by a grant from the NWT Arts Council;
- Substantial contribution by the Alzheimer Society of Alberta and NWT;
- Establishment of "Easy on the Eyes" low vision centre funded by the Canadian National Institute for the Blind and the Department of Education, Culture, and Employment;
- Launch of One Book, One Yellowknife;
- Deployment of new staff and public computers;
- Continued implementation of the new integrated library system (Unicorn);
- One successful used book sale and the start of an ongoing book sale;
- Second annual Food for Fines program to recover long overdue material and welcome back previously delinquent patrons;
- Continued growth of our volunteer pool;
- Continued collection development of new formats such as DVDs, books on CD, and graphic novels;
- Continued use of the website as a promotional and information tool.

2006/2007/2008 Goals

The goals of the Library Division are to:

- Provide services and materials, in all formats, to meet the information, educational, technological, cultural and recreational needs of the residents of Yellowknife;
- Assess and accommodate the needs of the diverse population of Yellowknife and provide adequate resources to meet perceived needs;
- Work with the IT Division to facilitate the library's smooth transition to City of Yellowknife's computer system;
- Develop and promote working relationships with other libraries to share resources.

2006/2007/2008 Objectives

The objectives of the Library Division are to:

- Use new integrated library system, selection materials, book recommendations, professional literature, and subject specialists to maintain a fresh, useful collection of materials;
- Enrich the collection with new formats;
- Assess the needs and develop relevant programming for users and potential users who constitute a rapidly changing demographic population, including teens, homebound patrons, and the disabled;
- Seek partnerships with other organizations to advance our goals;
- Provide more services electronically, including reference requests, item renewals, and library notices;
- Renovate and refurbish the remainder of the library to create an inviting and ergonomic atmosphere;
- Develop a strong aesthetic appeal to promote the library as a vibrant and useable community space.



GENERAL FUND - Community Services

Library Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers	138	90	88	88	88	88	
User Charges	23	64	47	60	100	100	(1)
	<u>161</u>	<u>154</u>	<u>135</u>	<u>148</u>	<u>188</u>	<u>188</u>	
Expenditures (By Activity)							
Circulation	260	270	271	281	293	303	
Cataloguing	139	143	144	149	156	161	
Collection Development	55	58	58	61	64	66	
Programs	50	52	52	55	57	59	
Reference	153	160	161	167	175	181	
Building	44	47	47	47	47	48	
Internet	30	31	31	32	33	34	
Inter-Library Loan	94	100	101	106	110	114	
	<u>824</u>	<u>861</u>	<u>865</u>	<u>899</u>	<u>935</u>	<u>966</u>	
Net Revenue (Expenditures)	<u>(663)</u>	<u>(707)</u>	<u>(730)</u>	<u>(751)</u>	<u>(747)</u>	<u>(778)</u>	
Expenditures (By Object)							
Wages & Benefits	458	478	481	501	526	547	
Other O&M	366	384	384	398	409	419	
	<u>824</u>	<u>861</u>	<u>865</u>	<u>899</u>	<u>935</u>	<u>966</u>	

Notes:

(1) In late 2001 there was no renewal for the portion of library leased to a third party. The space has been vacant even though City have been trying to take on new lessee.

GENERAL FUND - Community Services

Library Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Items Circulated:							
Videos	6,800	8,949	20,700	23,124	26,269	26,600	
Other	70,400	71,391	68,000	69,058	71,316	72,216	(1)
Items Added to collection	4,100	4,003	4,420	4,190	3,700	3,880	
Size of collection	64,000	60,975	75,000	72,000	70,000	68,000	
Hours open to the public	2,944	2,944	2,944	2,944	2,944	2,944	
Programs offered	130	132	130	150	160	160	
Meeting room rentals (No. of times space is used)	330	341	380	380	400	400	
Inter-library loans:							
No. of requests by the City Library	840	822	1,000	1,015	1,050	1,060	
No. of requests by other libraries	960	1,068	1,300	1,300	1,300	1,300	
No. of requests sent to other libraries	910	986	1,000	1,200	1,200	1,200	
Reference questions	16,000	15,406	16,500	17,000	17,500	17,700	
Hours of Internet Usage	14,100	14,100	14,500	15,000	30,000	30,000	(2)
Efficiency Measures							
Average material cost per item	\$15.85	\$17.21	\$17.21	\$18.83	\$19.39	\$18.81	
Library services cost per capita	\$45.20	\$43.24	\$44.72	\$45.77	\$46.09	\$47.03	
Cost per hour of operation	\$288.21	\$280.00	\$294.00	\$305.00	\$318.00	\$328.00	
Percent of total budget spent on facility maintenance	4.71%	5.40%	5.40%	5.20%	5.00%	5.00%	
Effectiveness Measures:							
% of citizens very satisfied or somewhat satisfied with the Public Library	-	-	-	90%	-	90%	(3)
Circulation per capita	4.00	4.22	4.59	4.69	4.81	4.81	
Visits per capita	6.50	8.64	8.64	8.64	8.90	8.90	
Reference questions per capita	0.85	0.82	0.85	0.86	0.86	0.86	
Collection development cost per capita	\$3.48	\$2.89	\$3.00	\$3.11	\$3.16	\$3.21	
Percent of total budget spent on materials	7.66%	7.66%	8.71%	8.90%	9.07%	7.96%	
Average number of attendees per program	17.80	20.11	20.00	22.00	22.00	22.00	
Interlibrary loan requests per capita	0.045	0.041	0.052	0.052	0.052	0.052	

Notes:

- (1) Decrease due to change in counting measurements (new integrated library system).
- (2) Six new public workstations added in 2007 (planned capital expenditure).
- (3) Citizen Satisfaction Survey to be conducted every two years. (2003 survey showed 80% of citizens were satisfied with the Public Library.)



CITY HALL

2005 Highlights

The highlights of the Facilities – City Hall Division include:

- Provision of a high quality of customer service to City Staff over the course of the year;
- Worked with Corporate Services to find solutions to office space needs for new employees;
- Conducted a structural load assessment of the floor in the Inspections Division;
- Realigned ventilation ducting to the MED Division and cleaned coils in the ventilation system.

2006/2007/2008 Goals

The goals of the Facilities – City Hall Division are to:

- Provide safe, comfortable and enjoyable work environment for employees of the City of Yellowknife;
- Achieve the highest quality of service possible within the facilities through responsible management of staff and resources;
- Ensure that the mechanical aspects of the facilities will realize their full life cycle through the utilization of a preventative maintenance program that addresses all facets of each facility daily, weekly and monthly.

2006/2007/2008 Objectives

The objectives of the Facilities – City Hall Division are to:

- Utilize a preventative maintenance program that addresses all facets of each facility daily, weekly and monthly.

GENERAL FUND - Community Services

City Hall Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	25	25	25	25	25	25
	25	25	25	25	25	25
Expenditures (By Facility)						
City Hall	230	265	271	286	289	294
	230	265	271	286	289	294
Net Revenue (Expenditures)	(205)	(240)	(246)	(261)	(264)	(269)

City Hall Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008
Workload Indicators:						
City Hall maintenance						
No. maintenance requests received	400	400	390	380	380	380
No. City staff person-hours used on maintenance	120	140	120	120	120	120
No. contractor person-hours used on maintenance	260	300	260	260	240	240
Efficiency Measures:						
Average time spent tending to one request (in minutes)	18	21	20.5	20.5	20.5	20.5
Effectiveness Measures:						
% of City staff satisfied or very satisfied with the maintenance of City Hall	-	90%	90%	85%	85%	85%



WILDCAT CAFÉ

2005 Highlights

The highlights of the Facilities – Wildcat Division include:

- Renovation of the interior of the facility including painting the walls and varnishing the floors;
- Purchase of a milkshake machine;
- Continued success of working partnerships with the Wildcat Advisory Committee;
- Successfully entered into a multi-year contract for the operation of the Wildcat Café until 2007.

2006/2007/2008 Goals

The goals of the Facilities – Wildcat Division are to:

- Maintain the Wildcat Café as a living Heritage Site;
- Provide a safe and enjoyable facility for residents and tourists;
- Achieve the highest quality of service possible within the facility through responsible management of the Wildcat contract;
- Ensure that the mechanical aspects of the facility realize their full life cycle through the utilization of a preventative maintenance program that addresses all facets of operation.

2006/2007/2008 Objectives

The objectives of the Facilities – Wildcat Division are to:

- Achieve a 95% enjoyment rate among residents who eat at the establishment;
- Utilize a preventative maintenance program that addresses all facets of operation of the Wildcat Café;
- Work with other City departments to complete the Wildcat Café Advisory Committee's recommendations.

GENERAL FUND - Community Services

Wildcat Cafe Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	8	8	7	7	7	7
	8	8	7	7	7	7
Expenditures (By Facility)						
Wildcat	11	10	9	10	11	11
	11	10	9	10	11	11
Net Revenue (Expenditures)	(3)	(2)	(2)	(3)	(4)	(4)

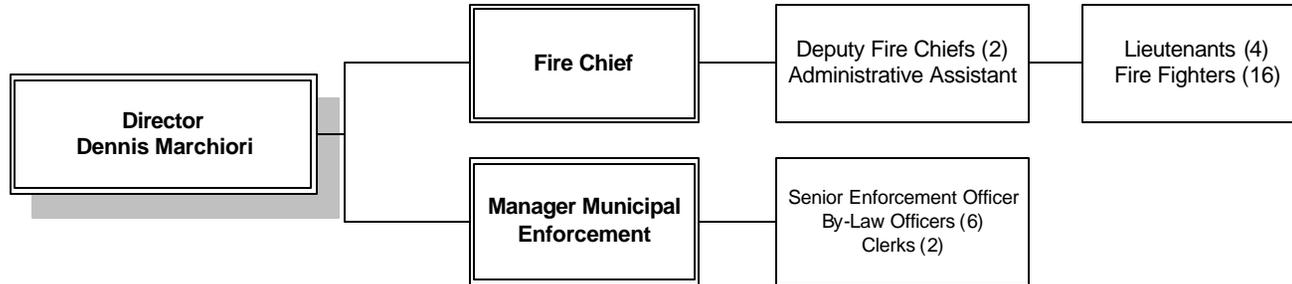
Wildcat Cafe Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008
Workload Indicators						
Maintenance calls received	16	16	9	10	10	10
Community Services staff hours	175	175	100	100	100	100
Contractor hours	97	97	200	200	200	200



GENERAL FUND - Public Safety

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Directorate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Fire and Ambulance	20.00	20.00	20.00	20.00	24.00	24.00	24.00	24.00	24.00	24.00
Municipal Enforcement	10.50	9.80	9.80	9.30	9.30	10.30	10.49	10.34	10.34	10.34
	30.50	29.80	29.80	29.30	33.30	34.30	34.49	35.34	35.34	35.34
Permanent Positions	30.50	29.50	29.50	29.00	33.00	34.00	34.00	35.00	35.00	35.00
Part-time/ Casual	0.00	0.30	0.30	0.30	0.30	0.30	0.49	0.34	0.34	0.34
	30.50	29.80	29.80	29.30	33.30	34.30	34.49	35.34	35.34	35.34

Note: Effective May 2005, Public Safety & Development has been split into two departments: Public Safety and Planning & Development.

PUBLIC SAFETY

2006/2007/2008 Goals

The goals of the Department of Public Safety are to:

- Provide a safe environment for residents and visitors to Yellowknife and act as a support community to other communities when they are experiencing an emergency;
- Provide a consistent, fair and timely response to the public in the enforcement of the City's by-laws and territorial statutes;
- Provide emergency responses to medical, fire, dangerous goods and other situations in an efficient and competent manner;
- Provide public safety learning programs to schools, businesses and other agencies;
- Provide the assistance required for the Yellowknife Homelessness Coalition in the management of funding and acquiring land suitable for a new shelter; and,
- Be a lead department when responding to declared states of local emergencies.

2006/2007/2008 Objectives

The objectives of the Department of Public Safety are to:

- Continue to provide emergency aid, fire protection, dangerous goods and other situational responses to the residents of Yellowknife;
- Continue to provide comprehensive administration of City by-laws, territorial statutes and regulations governing the safe operation of motor vehicles, bicycles, snowmobiles and other equipment, along with the licensing and control of dogs;
- Working in cooperation with the Planning and Lands division to ensure compliance with the City of Yellowknife Building By-law and Zoning By-law, National Building Code and Fire Code in cooperation with other regulatory agencies;
- Work towards the implementation of a 9-1-1 emergency phone system in Yellowknife; and,
- Ensure that the City is in a state of readiness in the event that a disaster or emergency takes place in Yellowknife.



GENERAL FUND - Public Safety

Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers	-	-	-	-	-	-	
Formula Funding	-	-	-	-	-	-	
User Charges	1,683	1,492	1,718	1,713	1,713	1,720	
	<u>1,683</u>	<u>1,492</u>	<u>1,718</u>	<u>1,713</u>	<u>1,713</u>	<u>1,720</u>	(1)
Expenditures (By Activity)							
Administration	-	-	47	129	138	146	
Fire & Ambulance	2,370	2,432	2,420	2,543	2,703	2,850	
Municipal Enforcement	917	938	954	998	1,040	1,070	
	<u>3,287</u>	<u>3,370</u>	<u>3,422</u>	<u>3,671</u>	<u>3,880</u>	<u>4,065</u>	(1)
Net Revenue (Expenditures)	<u>(1,604)</u>	<u>(1,878)</u>	<u>(1,703)</u>	<u>(1,958)</u>	<u>(2,168)</u>	<u>(2,345)</u>	
Expenditures (By Object)							
Wages & Benefits	2,722	2,845	2,859	3,133	3,334	3,512	
Other O&M	564	525	563	538	547	554	
	<u>3,287</u>	<u>3,370</u>	<u>3,422</u>	<u>3,671</u>	<u>3,880</u>	<u>4,065</u>	
Interfund Transfers							
To Downtown Development Reserve	81	75	75	79	79	79	
	<u>3,368</u>	<u>3,445</u>	<u>3,497</u>	<u>3,749</u>	<u>3,959</u>	<u>4,144</u>	

Note:

- (1) Due to the reorganisation in May 2005, Public Safety & Development has been split into two departments: Planning and Development and Public Safety. The above budget is based on the new organisational structure.

Directorate Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Expenditures (By Activity)							
Council	-	-	12	32	34	36	
Public Information	-	-	9	26	28	29	
Policy Development	-	-	14	39	41	44	
Long Range Planning	-	-	12	32	34	36	
	<u>-</u>	<u>-</u>	<u>47</u>	<u>129</u>	<u>138</u>	<u>146</u>	(1)
Expenditures (By Object)							
Wages & Benefits	-	-	46	126	135	143	
Other O&M	-	-	1	3	3	3	
	<u>-</u>	<u>-</u>	<u>47</u>	<u>129</u>	<u>138</u>	<u>146</u>	(1)

Note:

- (1) The 2005 budget and 2004 expenditures are recorded under Planning and Development Directorate .

MUNICIPAL ENFORCEMENT DIVISION

2005 Highlights

The highlights of the Municipal Enforcement Division include:

- The 21st Annual Bicycle Rodeo was held with approximately 200 children attending. The generous corporate sponsorship helped to ensure that this event was a continued success. This event would not be possible without the ongoing assistance of approximately 30 volunteers.
- Constables conducted school bicycle safety talks to approximately 1800 children.
- Constables taught the Snowmobile Safety Course to over 60 youth and several adults.

2006/2007/2008 Goals

The goals of the Municipal Enforcement Division are to:

- Enforce City By-laws and mandated territorial statutes in a fair, competent and consistent manner, thereby enhancing public safety and meeting City legal requirements.
- Provide a timely response to citizens and City Administration/departmental requests for service regarding by-law and other statute infractions and enforcement.
- Provide such other legislative, administrative and investigative support to the City, the courts and outside agencies as may be required.

2006/2007/2008 Objectives

The objectives of the Municipal Enforcement Division are to:

- Provide full coverage to the citizens of Yellowknife from 7 a.m. to 12 a.m. daily with on call/standby coverage from 12 a.m. to 7 a.m., utilizing a maximum of 3 officers, 1 supervisor, and 3 patrol vehicles daily.
- Monitor and enforce speed limits within the City, with special emphasis on the eight school zones, by being present in at least one school zone during each of the three daily high traffic periods.
- Perform a once-daily patrol per Officer of City areas for loose dogs and garbage infractions.
- Increase and maintain the 90% + rate of recovery for offences.
- Conduct snowmobile patrols during the snowmobile season, weather and other conditions permitting.
- Ensure sidewalks in the control area are being maintained by the adjacent property owners.
- Ensure that traffic on Franklin Avenue in the Central Business District is monitored during the morning and evening rush hour periods.
- Continue the high profile parking meter patrols.
- Work with business owners in ensuring compliance with the Smoking By-law.
- Continue to provide support and assistance to other protective service agencies when requested.



GENERAL FUND - Public Safety

Municipal Enforcement Division Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Grants	2	-	1	-	-	-
User Charges	1,064	890	1,126	1,078	1,078	1,078
	<u>1,066</u>	<u>890</u>	<u>1,127</u>	<u>1,078</u>	<u>1,078</u>	<u>1,078</u>
Expenditures (By Activity)						
Parking Enforcement	204	189	192	201	209	215
Traffic Enforcement	294	305	310	326	340	349
Dog Control	164	168	170	179	186	192
Licences & Permits	125	141	143	146	153	157
Court Duties	87	91	93	96	100	103
Public Information	44	44	45	50	52	54
	<u>917</u>	<u>938</u>	<u>954</u>	<u>998</u>	<u>1040</u>	<u>1070</u>
Net Revenue (Expenditures)	<u>150</u>	<u>(48)</u>	<u>173</u>	<u>80</u>	<u>38</u>	<u>8</u>
Expenditures (By Object)						
Wages & Benefits	740	788	791	833	871	898
Other O&M	177	150	163	165	169	172
	<u>917</u>	<u>938</u>	<u>954</u>	<u>998</u>	<u>1,040</u>	<u>1,070</u>

GENERAL FUND - Public Safety

Municipal Enforcement Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Notices of Infractions issued:							
No. of parking infractions	15,000	14,887	13,150	14,000	14,000	14,000	
No. of traffic infractions	2,000	2,139	1,900	2,000	2,000	2,000	
No. of dog infractions	150	150	140	150	150	150	
No. of misc. infractions	140	64	50	50	50	50	
No. of summons issued	2,000	2,685	3,000	3,000	3,000	3,000	
Licences issued:							
No. dog licences	1,165	916	1,100	1,200	1,200	1,200	
No. of snowmobile licences	1,700	1,700	1,700	1,700	1,700	1,700	
No. of taxi/chauffeur permits	200	200	200	200	200	200	
Efficiency Measures							
Division cost per capita	\$44.45	\$48.12	\$49.31	\$50.81	\$51.27	\$52.09	
Parking enforcement cost per ticket issued	\$3.34	\$3.61	\$4.11	\$3.71	\$3.86	\$4.00	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with traffic enforcement	-	-	-	79%	-	80%	(1) & (2)
Recovery rate of fines issued	95%	95%	95%	95%	95%	95%	
% of citizens very satisfied or somewhat satisfied with controlling the speed of snowmobiles in the city	-	-	68%	-	70%	-	(2)

Notes:

- (1) This question was not asked in 2004 and 2005 Citizen Survey but will be asked in future. (2003 survey showed 80% of citizens were satisfied.)
 (2) This question will be asked every two years in Citizen Survey.



FIRE AND AMBULANCE DIVISION - EMERGENCY SERVICES

2005 Highlights

The highlights of the Fire Division's Emergency Services include:

- Conducted scheduled employee development programs involving both career and paid/on-call staff in conjunction with the GNWT School of Community Government. These programs included NFPA Standard 1001 and 1002 Fire Fighter Training Modules, and select NFPA Standard 1021 Officer Training.
- Placed all routine work and special task assignments on a Monday to Friday day schedule, freeing evenings and weekends for scheduled in-service training. Training includes but is not limited to: operational tactics with Engines 7 and 8, pumper tanker evolutions, proper fire suppression techniques with Class A air compressed foam; use of fire and rescue boats, fire ground command and safety issues, fire fighting techniques in large or high rise structures, etc.
- Installed FDM Incident Reporting at Pump Station #2 and trained all operators on the dispatch module.
- Installed a digital logger to track incoming emergency telephone calls and radio transmissions.
- Forming a committee to design, raise funds for and build a permanent memorial site on Fire Division property to memorialize the line-of-duty-deaths of Lieutenant Fyfe and Fire Fighter Olsen.

2006/2007/2008 Goals

The goals of the Fire Division's Emergency Services are to:

- Respond to situations that threaten the health, safety and well being of the citizens of Yellowknife.
- Provide services including fire suppression, pre-hospital care, specialized rescue, dangerous good/hazardous waste mitigation and other non-emergency responses.

- Provide efficient command and control over the operation of the Fire Division.
- Improve the response capability and response time of front-line emergency apparatus due to higher career staff levels.
- Justify Fire Division's takeover of all dispatch operations along with all 9-1-1 considerations.
- Provide highly trained career and paid/on-call staff and resources on a 24 hour basis.
- Maintain Fire Division property, apparatus and equipment in a reliable state of immediate readiness.

2006/2007/2008 Objectives

The objectives of the Fire Division's Emergency Services are to:

- Provide coverage by Senior Management staff on a 24 hour basis for command and control over major emergencies occurring in and around the city and with the overall operation of the Fire Division.
- Deliver emergency services in a fiscally efficient manner.
- Fully utilize the resources of the Fire Division in a manner that effectively suppresses controls or eliminates threats to property, lives and environment by providing a 3 to 6 minute response time to approximately 95% of the city's general population.
- Continue to implement technical advances being made in emergency services by securing property, apparatus and equipment as deemed necessary and scheduled in the fire division's operational and capital budgets.

GENERAL FUND - Public Safety

FIRE AND AMBULANCE DIVISION - LIFE SAFETY AND PREVENTION

2005 Highlights

The highlights of the Fire Division's Life Safety and Prevention include:

- Continuation of high demand for life safety and prevention programs for targeted groups such as children, senior citizens and other special interest groups such as day homes and daycare, business community, community health groups, etc.
- Conducting two open houses for Safe Kids Day and Fire Prevention Week with approximately 500 people being exposed to Safe Kids and Fire Prevention programs and given tours of the Fire Station.
- Conducting active annual spring and fall water/ice safety activities, chimney ice build-up awareness campaigns, smoke and carbon monoxide detector giveaways in targeted residential properties, etc.
- Continuation of training career and paid/on-call staff in a manner that meets or exceeds recognized professional standards developed by the Canadian Medical Association and National Fire Protection Association which includes upgrading select paid/on-call staff from Standard First Aid to an Emergency Medical Responder level.
- Development of a comprehensive medical in-service training program for both Emergency Medical Responders and Emergency Medical Technicians.
- Justify hiring a dedicated fire inspector.

2006/2007/2008 Goals

The goals of the Fire and Ambulance Division's Life Safety and Prevention are to:

- Develop strategies to train career staff to conduct fire inspections and organize a comprehensive fire inspection program aimed at high risk occupancies.
- Develop strategies designed to support and improve pre-hospital services and standards of care.

- Develop marketing strategies to better promote, fund and deliver Life Safety and Prevention Programs.
- Deliver scheduled Life Safety and Prevention programs in a competent and efficient manner.
- Re-establish a group of Public Educators to participate in Juvenile Fire Setter, Risk Watch and other types of life safety and prevention programs.

2006/2007/2008 Objectives

The objectives of the Fire Division's Life Safety and Prevention services are to:

- Maintain an in-house capacity to advance Emergency Medical Responder and Emergency Medical Technician re-certification and/or training.
- Maintain a comprehensive set of pre-hospital guidelines/protocols and a system that constantly measures the Fire Division's pre-hospital standards of care.
- Increase public awareness of the scope and purpose of all Life Safety and Prevention and prioritize program target areas in the public domain.
- Increase the level of inspection activities in targeted public and commercial structures and actively promote prevention and life safety through increased public awareness.



GENERAL FUND - Public Safety

FIRE AND AMBULANCE DIVISION BUDGET

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	617	602	591	635	635	642
	<u>617</u>	<u>602</u>	<u>591</u>	<u>635</u>	<u>635</u>	<u>642</u>
Expenditures (By Activity)						
<i>Emergency Operations:</i>						
Command & Control	602	610	607	651	698	743
Emergency Response	650	667	664	701	752	799
Training	402	401	399	432	460	485
Preventative Maintenance	585	581	578	590	616	639
<i>Life Safety & Prevention:</i>						
Command & Control	52	75	75	75	79	81
Inspection Services	22	35	35	35	37	39
Training	44	44	44	40	41	42
Prevention/Life Safety	15	20	20	20	21	22
	<u>2,370</u>	<u>2,432</u>	<u>2,420</u>	<u>2,543</u>	<u>2,703</u>	<u>2,850</u>
Net Revenue (Expenditures)	<u>(1,753)</u>	<u>(1,830)</u>	<u>(1,829)</u>	<u>(1,908)</u>	<u>(2,068)</u>	<u>(2,208)</u>
Expenditures (By Object)						
Wages & Benefits	1,983	2,057	2,023	2,174	2,328	2,471
Other O&M	387	375	398	369	375	379
	<u>2,370</u>	<u>2,432</u>	<u>2,420</u>	<u>2,543</u>	<u>2,703</u>	<u>2,850</u>

Emergency Services Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators:							
No. fire suppression responses	327	398	408	408	408	408	
No. pre-hospital responses	2,060	2,225	2,163	2,163	2,163	2,163	
No. rescue responses	32	44	44	44	44	44	
No. hazmat responses	32	41	50	50	50	50	
No. preventative maintenance hours	5,500	18,000	11,700	11,700	11,700	11,700	(1)
No. employee development and training hours	7,000	4,200	21,000	32,250	32,250	32,250	(1)
Efficiency Measures:							
Net cost per capita	\$90	\$85	\$86	\$89	\$94	\$99	
Effectiveness Measures:							
Percentage of time for on-shift staff managing medical emergency responses without overtime callout	98%	98%	98%	98%	98%	98%	
Percentage of time for on-shift staff managing emergency fire responses without overtime	-	90%	94%	94%	94%	94%	
Percentage of time for on-shift staff managing emergency residential/dangerous goods responses without overtime callout	-	92%	86%	86%	86%	86%	
% citizens very satisfied or somewhat satisfied with emergency services	94%	94%	94%	-	94%	-	
Avg. intervention time to 90% of the general public (minutes)	5.09	5.09	5.09	5.09	5.09	5.09	
Comparison of overtime call outs of off-duty career staff needed to respond to emergencies	90	79	97	100	100	100	

Note:

(1) Tracks total hours of all staff completing preventative maintenance and training.



GENERAL FUND - Public Safety

Life Safety & Prevention Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators:							
No. of fire inspections/complaints	140	187	200	250	250	250	
No. of carbon monoxide checks	160	120	130	130	130	130	
No. of people given tours and lectures	500	787	800	800	800	800	
No. of people receiving Safe Kids program	300	561	600	1000	2000	2000	
No. of media/public relations activities	20	11	20	20	20	20	
No. of senior citizen activities	30	77	80	80	80	80	
No. of public safety/water/ice/odours or smoke/lock boxes/evacuations	350	288	350	350	350	350	
Efficiency Measures:							
Cost per capita for life safety and prevention	\$6.93	\$6.81	\$9.00	\$8.66	\$8.77	\$8.96	(1)
Effectiveness Measures:							
% of citizens very satisfied or somewhat satisfied with life safety and prevention services	82%	88%	88%	-	90%	-	

Note:

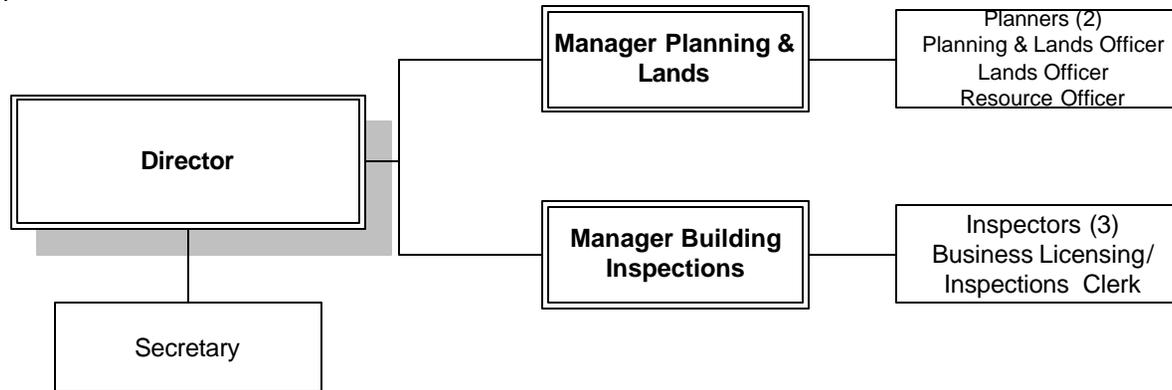
(1) From 2005 onward, the cost of the administrative assistant has been moved from Emergency Services to Life Safety and Prevention section, thus the 2005 per capita cost is expected to increase.

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GENERAL FUND - Planning & Development

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Directorate	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Building Inspections	4.50	4.50	4.50	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Planning & Lands	6.00	5.00	5.00	5.50	6.00	6.00	6.00	6.00	6.00	6.00
	12.50	11.50	11.50	12.50	13.00	13.00	13.00	13.00	13.00	13.00
Permanent Positions	12.50	11.50	11.50	12.50	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	0.00	0.00	0.00	0.00
	12.50	11.50	11.50	12.50	13.00	13.00	13.00	13.00	13.00	13.00

Note: Effective May 2005, Public Safety & Development has been split into two departments: Public Safety and Planning & Development.

GENERAL FUND - Planning & Development

2005 Highlights

The highlights of the Department of Planning & Development include:

- In May 2005, the City's Department of Public Safety and Development was re-structured and two new departments were formed: Planning and Development and Public Safety. This led to a recruiting campaign for two Directors for the two new departments due to the retirement of the Director of Public Safety and Development. The Department of Planning and Development consists of two divisions: Planning and Lands and Building Inspections.

2006/2007/2008 Goals

The goals of the Department of Planning and Development are to:

- Provide the public with effective and courteous service for the administration of its regulatory requirements of the National Building Code, National Plumbing Code, City of Yellowknife Building By-law, Business Licensing By-law and Zoning By-law.
- Provide effective customer service to the public, Council and the City departments in the administration of City and territorial land policies within the City.
- Promote and enhance a positive public awareness of planning and development.

2006/2007/2008 Objectives

The objectives of the Department of Planning and Development are to:

- Administer and enforce the regulatory requirements of the City of Yellowknife Building Bylaw; Business Licensing Bylaw, Zoning Bylaw as well as the National Building Code and the National Plumbing Code.
- Administer the City of Yellowknife Land Administration Bylaw.
- Development programs to fulfill recommendations of the Planning and Lands operational review.



GENERAL FUND - Planning & Development

Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers							
Other Grants	-	-	12	-	-	-	
User Charges	675	503	591	579	549	519	
	<u>675</u>	<u>503</u>	<u>603</u>	<u>579</u>	<u>549</u>	<u>519</u>	(1)
Expenditures (By Activity)							
Administration	201	216	175	204	208	216	
Building Inspections	417	420	422	437	455	467	
Planning & Lands	654	737	727	740	741	746	
	<u>1,272</u>	<u>1,373</u>	<u>1,323</u>	<u>1,381</u>	<u>1,405</u>	<u>1,429</u>	(1)
Net Revenue (Expenditures)	<u>(597)</u>	<u>(870)</u>	<u>(720)</u>	<u>(802)</u>	<u>(856)</u>	<u>(910)</u>	
Expenditures (By Object)							
Wages & Benefits	1,114	1,128	1,068	1,151	1,201	1,235	
Other O&M	158	244	255	230	204	194	
	<u>1,272</u>	<u>1,373</u>	<u>1,323</u>	<u>1,381</u>	<u>1,405</u>	<u>1,429</u>	
Interfund Transfers							
From Downtown Development Reserve	(49)	(78)	(78)	(78)	(78)	(78)	
	<u>1,223</u>	<u>1,295</u>	<u>1,245</u>	<u>1,303</u>	<u>1,327</u>	<u>1,351</u>	

Note:

- (1) Due to the reorganisation in May 2005, Public Safety & Development has been split into two departments: Planning and Development and Public Safety. The above budget is based on the new organizational structure.

Directorate Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Expenditures (By Activity)						
Council	62	53	43	49	51	53
Public Information	43	54	43	52	53	55
Policy Development	54	65	52	63	63	65
Long Range Planning	42	44	35	41	42	43
	<u>201</u>	<u>216</u>	<u>175</u>	<u>204</u>	<u>208</u>	<u>216</u>
Expenditures (By Object)						
Wages & Benefits	197	212	172	195	205	213
Other O&M	4	4	3	9	3	3
	<u>201</u>	<u>216</u>	<u>175</u>	<u>204</u>	<u>208</u>	<u>216</u>

PLANNING & LANDS

2005 Highlights

The highlights of the Planning and Lands Division include:

- 2004 General Planning By-Law No. 4315 received Third Reading January 24, 2005.
- Assisted the Zoning By-law Review Committee in the ongoing review of Zoning By-law 4024.
- Completed revisions to the Residential Growth Study and submitted it to Council for review and public consultation.
- Prepared background information and support material for the Westerly Sector land application.
- Prepared background information and support material for the Yellowknife Bay West Shore Sector land application plus land along Old Airport Road, Landfill and Bristol Pit area.
- Developed a new residential zone for modular housing.
- Initiated study toward a Commercial Development Strategy.
- Initiated Residential Market Analysis Study.
- Completed operational review of the Planning & Lands Division.

Heritage Committee

- Undertook Heritage Week 2004 celebrations in February 2004 including the Heritage Art Show and Heritage Award Dinner.
- Revised and Printed the Old Town Walking Tour Brochure.
- Prepared the Yellowknife Heritage Map.
- Revised the Old Town and New Town Heritage Building Inventory.
- Prepared the Giant Mine Town Site Building Inventory.
- Prepared the Negus Historical Overview Report.

Downtown Enhancement Committee

- Funded placement of four murals on buildings in the downtown area.
- Funded three façade improvement projects in the downtown area.
- Funded streetscape improvements including garbage containers, trees, tree guards and bike racks.
- Initiated an annual Downtown Design Award.

2006/2007/2008 Goals

The goals of the Planning and Lands Division are to:

- Address the City's long, medium and short range land use planning issues.
- Implement and monitor the General Plan By-law, various Development Scheme By-laws, and Zoning By-laws.
- Prepare plans for special areas and land use issues.
- Administer the land policies and procedures for the acquisition, sale, lease or other disposition of municipal land.
- Administer the goals and objectives of the Heritage Committee.
- Administer the goals and objectives of the Downtown Enhancement Committee in accordance with the Downtown Plan.
- Administer development control regulations.
- Review Tin Can Hill Conceptual Plan and proceed with further comprehensive planning.
- Initiate conceptual planning work for the Negus Point residential area.
- Revisit the Capital Park Study and its recommendations related to the Capital Area Development Scheme.
- Implement and initiate the specific actions and policies of the Downtown Plan in accordance with its action plan.
- Implement and initiate the specific proposals, policies and the implementation strategy of the General Plan.



2006/2007/2008 Objectives

The objectives of the Planning and Lands Division are to:

- Complete Zoning By-law Review leading to the adoption of a new zoning by-law.
- Complete study toward a Commercial Development Strategy.
- Continue work necessary to adopt land administration and acquisition policies as they relate to the Akaitcho Interim Measures Agreement.
- Review Tin Can Hill Conceptual Plan and proceed with further comprehensive planning.
- Initiate conceptual planning work for the Negus Point residential area.
- Revisit the Capital Park Study and its recommendations related to the Capital Area Development Scheme.
- Implement and initiate the specific proposals and policies of the Waterfront Management Study in accordance with its action plan. These proposals and policies will relate to occupancy and tenure of City-controlled land, jurisdictional issues, waterfront accessibility and nature preservation.
- Implement and initiate the specific actions and policies of the Downtown Plan in accordance with its action plan.
- Implement and initiate the specific proposals, policies and the implementation strategy of the General Plan.

GENERAL FUND - Planning & Development

Planning & Lands Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Grant	-	-	12	-	-	-	(1)
User Charges	20	25	21	25	25	25	
	20	25	33	25	25	25	
Expenditures (By Activity)							
Council	24	26	25	27	28	29	
Land Use Planning	188	219	215	204	190	183	
Land Administration	203	215	212	224	232	238	
Development Approval Process	135	144	142	150	156	160	
Heritage Committee	34	45	45	46	46	46	
Downtown Enhancement Committee	70	88	87	89	89	89	
	654	737	727	740	741	746	
Net Revenue (Expenditures)	(634)	(712)	(693)	(715)	(716)	(721)	
Expenditures (By Object)							
Wages & Benefits	511	509	487	532	553	568	
Other O&M	143	228	240	208	188	178	
	654	737	727	740	741	746	

Notes:

(1) Grant from GNWT to finance Heritage Committee projects



GENERAL FUND - Planning & Development

Planning & Lands Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators:							
Land Use Planning							
Projects Initiated	10	3	5	10	10	10	(1)
Projects Completed	10	3	3	10	10	10	(1)
Land Administration							
Files Initiated	50	81	84	75	75	75	
Files Completed	25	76	45	65	65	65	
Development Control							
Files Initiated	450	413	400	450	450	450	
Files Completed	450	413	400	450	450	450	
Heritage Committee							
Meetings per year	15	12	12	12	12	12	
Downtown Enhancement Committee							
Meetings per year	-	12	12	12	12	12	
Efficiency Indicators							
Land Use Planning							
Person days per project completed	20	30	30	26	26	26	(2)
Land Administration							
Person days per file completed	5	4	3	3	3	3	(2)
Development Permit							
Person hours per development permit	3	3	3	3	3	3	
Heritage Committee							
Person hours per meeting	6	8	8	8	8	8	
Downtown Enhancement Committee							
Person hours per meeting	-	10	10	10	10	10	

Notes:

- (1) 2004 actual is lower than projected because the projects (General Plan, Residential Growth Study and Niven Lake Phase 5 and 6) required more staff time than anticipated. In 2005, Planning and Lands Division did not have full staff.
- (2) Estimated.

BUILDING INSPECTIONS DIVISION

2005 Highlights

The highlights of Building Inspections Division include:

- Construction values maintained a steady pace, however fell considerably short of the all-time highs of 2002 and subsequent years;
- The federal building was completed, filling a considerable void in the downtown core;
- Arctic Sunwest completed an extensive expansion of their existing hangar/office building;
- Niven Lake Phase 6 proceeded, which made residential lots available through ballot draws;
- Several multi-residential units were constructed/started;
- Utsingi Drive in Kam Lake proceeded, which made industrial lots available;
- Grand Central Developments constructed an office tower;
- Airport terminal expansion was started;
- Nova Builders developed a residential/commercial building near the hospital; and
- McDonald's restaurant completed its addition/renovation.

The highlights of Business Licencing include:

- Continued to make progress to streamline the licence issuance process;
- Enforcement continued to improve;
- Complete re-write of the Business Licence By-law is underway; and
- Personnel change was efficiently implemented without excessive disruption of service.

2006/2007/2008 Goals

The goals of the Building Inspections Division are to:

- Approve building permits in a timely and efficient manner to facilitate construction schedules;
- Provide effective and efficient inspections on construction for which permits have been issued;
- Provide a timely response to those who seek direction for compliance with the Building By-law;
- Investigate complaints and other occurrences that may affect the safe occupancy of buildings and structures within the city;
- Ensure permits issued in 2005 are tracked to completion; and
- Issue business licences in a timely and efficient manner to assist business operations.

2006/2007/2008 Objectives

The objectives of the Building Inspections Division are to:

- Review all permit applications within one week of their delivery to the Inspections Division;
- Notify permit applicants within one week if applications are insufficient for approval;
- Approve permit applications within two weeks of their delivery to the Inspections Division, when all information has been submitted;
- Identify required inspections on permits issued;
- Conduct required inspections within one working day of receiving the request;
- Ensure Inspectors are available at City Hall for 1.5 hours at the beginning of each work day;



GENERAL FUND - Planning & Development

- Maintain the same high level of service to the community, in light of considerable construction activity;
- Ensure education of staff continues in an effort to meet and/or exceed standards recognized within the profession; and
- Approve business licence applications within two weeks of their delivery to the Inspections Division, when all information has been submitted.

Building Inspections Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	655	478	570	554	524	494
	<u>655</u>	<u>478</u>	<u>570</u>	<u>554</u>	<u>524</u>	<u>494</u>
Expenditures (By Activity)						
Permit Issuance	148	147	148	153	159	164
Inspections	126	127	128	132	138	141
Permit Follow-ups	61	63	63	65	68	70
Complaints & Investigations	41	42	42	43	45	46
Public Inquiries	41	41	42	43	45	46
	<u>417</u>	<u>420</u>	<u>422</u>	<u>437</u>	<u>455</u>	<u>467</u>
Net Revenue (Expenditures)	<u>238</u>	<u>58</u>	<u>148</u>	<u>117</u>	<u>69</u>	<u>27</u>
Expenditures (By Object)						
Wages & Benefits	406	407	409	425	443	455
Other O&M	11	13	13	13	13	13
	<u>417</u>	<u>420</u>	<u>422</u>	<u>437</u>	<u>455</u>	<u>467</u>

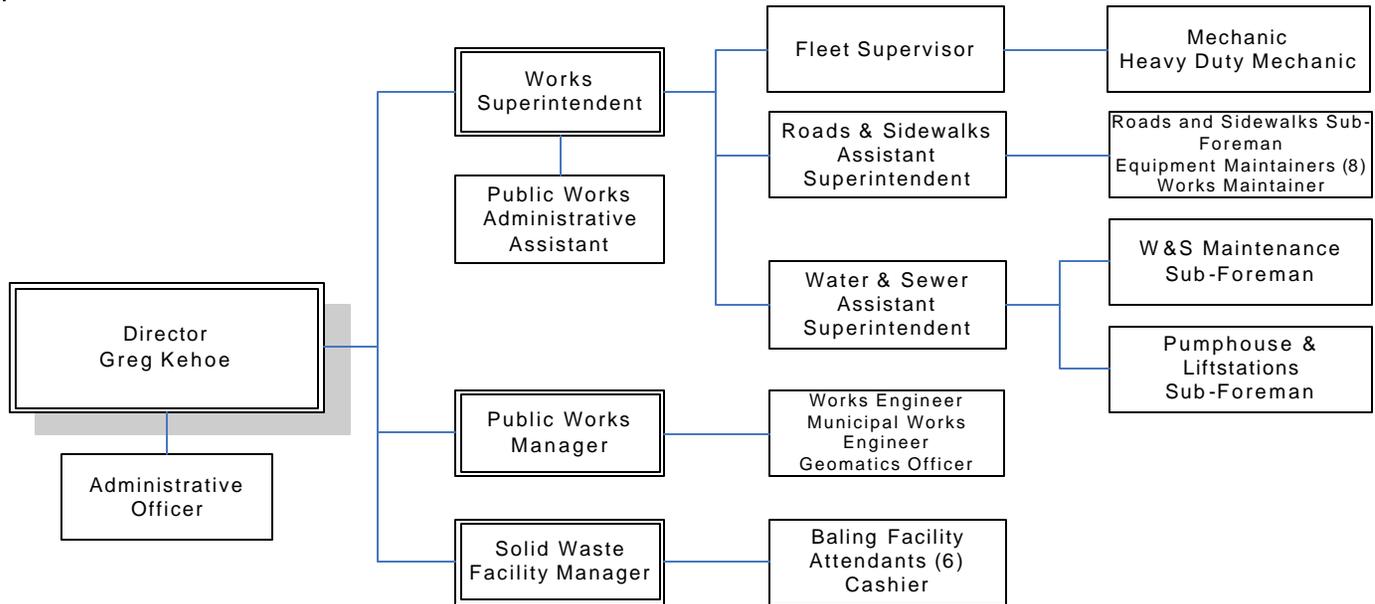
Building Inspections Division Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008
Workload Indicators:						
Permits Issued						
Residential	570	634	300	200	190	190
Commercial	165	180	130	85	80	80
Other	65	68	40	50	50	50
Total	800	882	470	335	320	320
Construction Values (\$000,000s)						
Residential	30	29.0	24.0	22	19	19
Commercial	35	38.0	26.0	20	20	20
Total Value	65	67.0	50.0	42	39	39
Business Licences						
Number of business licences issued	1,600	1,521	1,550	1,550	1,550	1,550
Effectiveness Measures						
Avg # days to issue a permit	14	14	14	14	14	14



GENERAL FUND - Public Works & Engineering

DEPARTMENT STAFFING



Staffing Summary

	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget
Directorate	8.33	8.33	8.33	8.33	8.33	8.33	8.42	8.38	8.36	8.35
City Garage	3.00	3.00	3.00	2.00	2.00	3.00	3.00	3.09	3.08	3.08
Roads and Sidewalks	12.05	12.05	11.55	11.55	12.22	12.27	12.60	12.26	12.22	12.18
Solid Waste Mgmt.	6.50	6.50	6.50	6.83	7.66	7.66	7.33	8.40	8.40	8.40
Water and Sewer	21.50	21.50	20.00	20.67	20.00	20.00	20.00	19.79	19.79	19.79
	51.38	51.38	49.38	49.38	50.21	51.26	51.35	51.92	51.85	51.80
Permanent Positions	48.00	48.00	46.00	46.00	47.00	48.00	48.00	49.00	49.00	49.00
Part-time/ Casual	3.38	3.38	3.38	3.38	3.21	3.26	3.35	2.92	2.85	2.80
	51.38	51.38	49.38	49.38	50.21	51.26	51.35	51.92	51.85	51.80

GENERAL FUND - Public Works & Engineering

2005 Highlights

The Public Works & Engineering Department highlights include:

- Provided engineering for the replacement of water and sewer mains and water and sewer services for School Draw Ave, Gitzel Street from Franklin Street to Dakota Court, and a section of Hordal Avenue. This work includes upgrading the streets to national street lighting levels. Approximately 8 water and sewer services including numerous apartment buildings were upgraded. The total budget was \$3.0 m.
- Provided engineering for the reconstruction of Old Airport Road from the Co-op Grocery Store to Borden Drive, Enterprise Drive, sections of Woolgar, Williams and Bigelow Streets, section of Range Lake Road, the intersection of Old Airport Road and Range Lake Road, Dusseault Court, Forrest Drive Trailer Park. The total budget was approximately \$2.5 m.
- Obtained funding of \$15,000 from the Department of Transportation to add a floating dock at the Giant Mine Wharf.
- Continue to work on the Water Treatment Plant Pilot Study.
- Participated in the Solid Waste Management Advisory Committee.
- Held two Solid Waste Public Forums in April and September.
- Managed the paving of the new entrance to the Multiplex.
- Initiated the Community Energy Plan Committee which completed a Baseline Study as well as an interim Community Energy Plan which recommends a number of action items for Council to consider.
- Obtained \$37,500 from the GNWT for the conversion to LED traffic lights in order to save substantial energy costs and reduce greenhouse gases.
- Obtained \$50,000 from the Department of Indian & Northern Affairs for the Community Energy Plan.
- Submitted an application to the Federation of Canadian Municipalities (FCM) in April for Community Energy Plan Funding.
- Approval of the Solid Waste Bylaw.
- Approval of the User Pay System.
- Awarded a Waste Collection Contract on a five year basis.
- Managing crack sealing as well as line painting of City streets.

2006/2007/2008 Goals

The goals of the Public Works & Engineering Department are to:

- Provide cost-effective and responsive municipal services to the public within the policies, objectives and budget as outlined by City Council.
- Manage the daily operation and maintenance of the City's infrastructure.
- Manage the capital works program.
- Provide a challenging and rewarding work environment.

2005/2006/2007 Objectives

The objectives of the Public Works & Engineering Department are to:

- Review operations and staffing constantly to balance efficiency, effectiveness, job challenges, and work environment.
- Manage the operation and maintenance activities for the City's infrastructure.
- Provide input and staff resources to assist the planning and implementation of Works crew activities.
- Assist in the administration of personnel matters involving commendations, hiring, performance reviews, discipline, etc.
- Enhance and maintain through computer technology an accurate infrastructure database for use by City personnel.
- Provide technical assistance to field personnel in terms of engineering expertise.
- Manage the contracts between the City and the waste collection, sewage pick-up, water delivery and the public transit contractors.
- Assess short and long range capital infrastructure requirements and prioritize in accordance with Council direction.
- Manage engineering/technical consultant input through requests for proposals and select appropriate firms in accordance with standards set by Council.
- Direct/instruct/guide consultants throughout the pre-design and design work and review all pre-design reports and design/contract documents.



- Draft and revise as necessary City contract documents to reflect latest developments in Council policies and the law.
- Supervise the tendering process.
- Continue with planning an engineering work on a new Water Treatment Plan and Pumphouse.
- Supervise construction through daily contact with consultants and contractors and attendance of all project meetings.
- Avoid costly litigation through daily contact with consultants and contractors and attendance of all project meetings.
- Review and approve all progress payments and ensure claims are dealt with in accordance with contract terms.
- Be responsive to public requests and questions.
- Review traffic intersections to determine if the level of service requires modifications.
- Undertake analysis of all City streets and record results.

GENERAL FUND - Public Works & Engineering

Department Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
Government Transfer						
Other Grants	-	-	6	-	-	-
User Charges	235	315	254	280	282	283
	235	315	260	280	282	283
Expenditures (By Activity)						
Administration	788	821	858	872	920	958
City Garage	630	312	469	470	483	494
Public Transit	529	630	692	769	792	809
Roads & Sidewalks	2,378	2,390	2,597	2,520	2,598	2,643
	4,325	4,153	4,616	4,630	4,793	4,904
Net Revenue (Expenditures)	(4,090)	(3,838)	(4,357)	(4,350)	(4,511)	(4,621)
Expenditures (By Object)						
Wages & Benefits	1,828	1,907	1,971	2,028	2,129	2,205
Other O&M	2,887	2,603	3,168	3,166	3,239	3,287
Internal recoveries	(390)	(357)	(522)	(564)	(576)	(588)
	4,325	4,153	4,616	4,630	4,793	4,904



GENERAL FUND - Public Works & Engineering

Directorate Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	1	-	2	-	-	-
	<u>1</u>	<u>-</u>	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures (By Activity)						
Council Support	79	82	86	87	92	96
Capital Planning	110	115	120	122	129	134
Project Management	118	123	129	131	138	144
Roads & Sidewalks	197	205	214	218	230	240
Water & Sewer	158	164	172	174	184	192
Public Transit	39	41	43	44	46	48
Drafting	87	90	94	96	101	105
	<u>788</u>	<u>821</u>	<u>858</u>	<u>872</u>	<u>920</u>	<u>958</u>
Net Revenue (Expenditures)	<u>(787)</u>	<u>(821)</u>	<u>(856)</u>	<u>(872)</u>	<u>(920)</u>	<u>(958)</u>
Expenditures (By Object)						
Wages & Benefits	740	766	780	808	856	893
Other O&M	48	55	78	64	65	65
	<u>788</u>	<u>821</u>	<u>858</u>	<u>872</u>	<u>920</u>	<u>958</u>

City Garage

2005 Highlights

The highlights of the City Garage operations include:

- A partnership with the Department of Education to establish a Workplace Education Program where employees obtain assistance from a tutor to upgrade their skills. One of our employees obtained **his 5th** class Steam Engineer's ticket.
- Purchased fleet equipment such as backhoe, 2 two ton trucks, 1 one ton truck, lawn mower, and 5 pickup trucks.
- Held courses with the School of Community Government on road building equipment maintenance such as grader to train new staff.
- Working with Information Technology on a WorkTech system to better organize Public Works.
- Obtained \$7,500.00 from the GNWT to replace lights at the garage with higher efficiency lights.
- Replaced standby generator at the garage.
- Installed storage shed for salt and calcium chloride.

2006/2007/2008 Goals

The goals of the city Garage are to:

- Maintain the City's fleet and all other equipment in proper working condition.
- Shelter the City's fleet and properly maintain the City Garage, stores, Carpentry Shop and Mechanics' Shop.
- Provide regular repairs, preventive maintenance and emergency call-out service by qualified mechanics for all City mobile equipment.
- Investigate operating the Equipment Shop as a cost centre approach, where all mobile equipment would have an internal rental rate.
- Provide a base for the various Works divisions by:
 - Stockpiling granular materials.
 - Having an inventory control area.

2006/2007/2008 Objectives

The objectives of the City Garage are to:

- Provide preventive and service maintenance to all City vehicles on a timely and cost effective basis. Check and service heavy equipment every 250 hours and light vehicles every six months as a means of preventive maintenance. During such checks mechanics shall examine tie rod ends, ball joints, exhaust systems, "U" joints, leaky seals, all fluid levels, lights, tires, and front end alignment.
- Provide priority maintenance to any emergency vehicles.
- Service annually the diesel pumps and generators located at the pumphouses and liftstations throughout the City.
- Provide equipment and labour to city departments on an as-required basis.
- Maintain accurate records of fuel consumption for each City vehicle and encourage fuel conservation through reduced use, education and instilling a "turn it off" attitude.
- Maintain accurate records of all parts and labour expended to service City equipment and recover these costs from the receiving departments where applicable.
- Maintain fleet gas and diesel fuel pumps, tanks and other accessories in good operating condition and fill fuel tanks as required.
- Provide a healthy, safe and challenging work environment that promotes pride in workmanship.



GENERAL FUND - Public Works & Engineering

City Garage Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfer							
Other Grants	-	-	6	-	-	-	
	-	-	6	-	-	-	
Expenditures (By Activity)							
Fleet Repair & Maintenance	853	522	826	865	889	911	
Maintenance Costs Allocated	(390)	(357)	(522)	(564)	(576)	(588)	(1)
Garage/Yard Maintenance	147	133	146	147	148	149	
Standby Generator Maintenance	20	13	20	21	21	22	
	630	312	469	470	483	494	
Net Revenue (Expenditures)	(630)	(312)	(463)	(470)	(483)	(494)	
Wages & Benefits	227	246	249	261	270	276	
Other O&M	794	423	742	773	789	805	
Maintenance Costs Allocated	(390)	(357)	(522)	(564)	(576)	(588)	(1)
	630	312	469	470	483	494	

Note

(1) The maintenance costs are higher than previous years to reflect the true vehicle O&M and fuel costs to be incurred by Fleet Management on behalf of other departments. The costs will then be re-allocated to other departments.

PUBLIC TRANSIT

2005 Highlights

The Public Transit highlights for 2005 include:

- City Contractor placed into service two new buses.
- Revised transit routes to provide better service.
- Entered into a Memorandum of Agreement with the K'alemi Dene School.
- Investigated ways to develop a more efficient method of ridership calculation.
- Provided free bus service on Clean Air Day.
- Provided free transit to the Air Show.
- Gave out free passes at special events to encourage the use of public transportation.
- Repaired bus shelters. Vandalism in the city continues to be a concern.
- Started an Accessible Transit System through a dedicated van.

2006/2007/2008 Goals

The goals of Public Transit are to:

- Increase public transit system ridership and system reliability.
- Increase public transit ancillary services such as signage and schedule availability.
- Promote transit as an alternative to single vehicle trips.
- Increase public transit revenues through marketing of advertising space on the buses.

2006/2007/2008 Objectives

The objectives of Public Transit are to:

- Conduct monthly quality control meetings with the Public Transit Contractor and School Boards.
- Review transit routes, schedules and fares yearly and implement amendments as deemed necessary.
- Market the City's transit system to the public and various agencies throughout the City, with the objective of increasing revenues.
- Market advertising space on the buses with the objective of increasing total public transit revenues.
- Review public complaints and suggestions and work with contractor to remedy them.
- Carry out annual customer surveys.
- Manage the City's contract for the provision of public transit and monitor service provided (quality of service, invoicing, timing and condition of equipment, etc.).
- Maintain public transit related facilities in good and clean condition (shelters, signs, posted schedules, advertising, etc.).



GENERAL FUND - Public Works & Engineering

Public Transit Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfer							
Other Grants	-	-	-	-	-	-	
User Charges							
Public Transit	205	261	221	229	229	229	(1)
Accessible Transit	-	14	9	26	26	26	
	205	275	230	255	255	255	
Expenditures (By Activity)							
Transit Operations	529	630	692	769	792	809	
Net Revenue (Expenditures)	(324)	(355)	(462)	(514)	(537)	(554)	
Expenditures (By Object)							
Wages & Benefits	-	-	-	-	-	-	
Other O&M	529	630	692	769	792	809	
	529	630	692	769	792	809	

Note:

(1) Starting from April 1, 2005, transit fares have increased: adult \$2.50, youth \$1.75, monthly pass \$68.75 and punch pass \$25.

Public Transit Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
No. of hours bus service provided	9,200	9,200	9,200	9,200	9,200	9,200	
Annual ridership based on revenue	131,000	133,112	140,000	145,000	150,000	155,000	
Efficiency Measures							
Annual subsidized cost per capita	\$17.34	\$17.00	\$23.89	\$26.17	\$26.47	\$26.97	(1)
Annual revenue/cost ratio	0.40	0.39	0.33	0.33	0.32	0.32	(1)
Effectiveness Measures							
% of users satisfied or very satisfied with the overall transit system	91%	91%	-	-	-	-	(2)
% of users very satisfied or somewhat satisfied with the overall transit system	-	-	70%	-	79%	-	(3)

Notes:

- (1) Accessible Transit started in September of 2005.
- (2) On board bus survey was performed by Public Works in March 2004.
- (3) The Citizen Survey found that in 2005, 70% were satisfied or somewhat satisfied compared to 63% in other Canadian municipalities. In 2003, 75% were satisfied. In 2005, route changes were made to improve the service.

Roads & Sidewalks

2005 Highlights

The highlights for the Roads & Sidewalks Division include:

- Reduction of dust (airborne particles) through:
 - Timely snow removal including downtown alleys and City-owned parking lots.
 - Street washing from the jets of the flusher truck.
 - Concentrated effort of street sweeping in the spring and summer using three sweepers during peak time and one sweeper during the summer.
 - Hand sweeping of City owned sidewalks.
 - Use of calcium chloride on gravel roads and alleys for dust control.
- Clearing snow and applying ice melt on Franklin Avenue alleyways, intersections, sidewalks, City bus shelters and sidewalks adjacent to City properties.
- Maintenance and repair of 62 km paved roads and 20 km of gravel roads.
- Maintenance and repair of traffic lights.
- Maintenance and repair of 1,400 traffic signs and parking meters; Fabrication and repair of pedestrian crossing lights and pedestrian crossing buttons.
- Correction of various drainage problems that have existed around the city for years.
- Maintenance and replacement of existing culverts and ditches in the Con Road and Kam Lake areas.
- Provision to Water & Sewer Division of construction equipment as required for replacement of water and sewer services, water and sewer mains, as well as the fixing of water breaks and surface water lines.
- Provision to Community Services Department of construction equipment as required for cemetery services and park maintenance.
- Installation of new signs and barriers.
- Maintenance and repairs to City storm sewer system.
- Pruning trees of obstructive and unsafe branches/limbs hanging over sidewalks and roads.
- Painting curbs for no parking zones on corners and by fire hydrants in the downtown area.
- Assisting with reconstruction of Sir John Franklin High School playing field.
- Carrying out of spring and fall cleanup by picking up bulky waste that residents call in for pickup.
- Maintenance of the lagoon including the construction of new cells for honey bags.
- Installation and removal of the floating curtain under the McMeekan Causeway in order to promote ice formation.
- Installation and removal of City boat launch dock.
- Assist and supply equipment and materials to City Landfill as needed.
- Provision of support to special events such as the Santa Claus Parade, Canada Day Parade, Raven Mad Daze, Terry Fox Run, Run for the Cure etc.
- Installation of Christmas silhouettes downtown.
- Repair of Christmas lights on all street lights on Airport Road and banners.
- Maintenance and repair of 28 city bus shelters, for example cleaning and glass replacement. Vandalism continues to be a problem.
- Assist and supply equipment to build dumping stations for vector trucks as old ones were unsafe.
- Haul reclaimed islands from lagoon to landfill for final closure.
- Completed the enhancement of Kam Lake boat launch by adding a parking area.
- Completion of engineering survey of Kam Lake boat launch.
- Resurfacing city sidewalks that were in poor shape.
- Clean up or aid in clean up of any oil contaminants on city streets.
- Install oil Septor on outfall storm system on School Draw to collect contaminants.
- Fill bad dips in Kam Lake industrial area with Cold Mix to reduce patching costs.
- Repair frost heaves on Dagenais Drive with Cold Mix.



GENERAL FUND - Public Works & Engineering

Roads and Sidewalks Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue						
User Charges	29	40	22	25	26	28
	<u>29</u>	<u>40</u>	<u>22</u>	<u>25</u>	<u>26</u>	<u>28</u>
Expenditures (By Activity)						
Snow & Ice Control	574	642	838	767	795	801
Street Maintenance	396	390	369	401	408	416
Street Sweeping	95	102	97	104	107	110
Storm/Ditch Maintenance	128	110	121	112	115	117
Traffic Signals/Lighting/Marking	914	873	907	881	895	909
	<u>2,107</u>	<u>2,118</u>	<u>2,334</u>	<u>2,265</u>	<u>2,320</u>	<u>2,353</u>
Labour & Equipment Allocation	(807)	(828)	(946)	(969)	(997)	(1,021)
	<u>1,300</u>	<u>1,290</u>	<u>1,388</u>	<u>1,296</u>	<u>1,324</u>	<u>1,332</u>
Net Revenue (Expenditures)	<u>(1,271)</u>	<u>(1,250)</u>	<u>(1,366)</u>	<u>(1,271)</u>	<u>(1,298)</u>	<u>(1,304)</u>
Expenditures (By Object)						
Wages & Benefits	861	895	942	959	1,004	1,036
Other O&M	1,517	1,495	1,655	1,561	1,594	1,607
	<u>2,378</u>	<u>2,390</u>	<u>2,597</u>	<u>2,520</u>	<u>2,598</u>	<u>2,643</u>

SNOW & ICE CONTROL

2006/2007/2008 Goals

The Snow & Ice Control Division goals are to:

- Cost effectively provide a safe and reliable municipal transportation system during the winter months through the use of three primary activities: snow plowing, road sanding and snow removal.

2006/2007/2008 Objectives

The Snow & Ice Control Division objectives are to:

- Remove snow from major thoroughfares and intersections when ice and snow accumulations cause the roadway to become unsafe.
- Remove snow from residential streets and alleys at least once a year and remove snow from the downtown streets at least twice a year.
- Update road priority system annually especially as new City streets are added.
- Maintain paved roads through snow removal, plowing and sanding.
- Maintain gravel roads through grading and snow clearing.
- Tender road sand annual requirements to get balance between cost, preferred rock type and public satisfaction with road sanding.
- Maintain City facility roads and parking lots, including snow removal from the Firehall, City Hall, pool, pumphouses, liftstations, arenas, cemetery, and at Pumphouse No. 2 located at the Yellowknife River.
- Continue to use a trial road salt mixture in treacherous conditions in spring and fall on major intersections.
- Provide 24-hour callout service for snowstorms or slippery roads.
- Clear City owned sidewalks of snow and ice within 24 hours after an event.
- Apply salt to sidewalks at alley entrances to reduce ice build up in downtown core.



GENERAL FUND - Public Works & Engineering

Snow and Ice Control Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Snow Removal/Clearing						
Contracted Services	37	29	140	30	30	31
Materials	1	2	3	3	3	3
	38	31	143	33	33	34
Equipment	223	228	285	291	296	302
Labour	164	169	211	217	226	232
	425	428	639	540	555	568
Winter Sanding						
Contracted Services	-	-	-	-	-	-
Materials	71	134	100	125	135	125
	71	134	100	125	135	125
Equipment	52	53	66	68	69	70
Labour	26	27	34	35	36	37
	149	214	200	227	240	232
	574	642	838	767	795	801

Snow & Ice Control Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Annual snowfall (cm)	150	160	200	150	150	150	(1)
Efficiency Measures							
Cost per km of snow removed & cleared on roads and city streets	\$6,900	\$6,204	\$9,050	\$7,397	\$7,551	\$7,614	(1)
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with ice control at intersections	-	n/a	65%	n/a	65%	n/a	(2)
% of citizens very satisfied or somewhat satisfied with residential snow removal	-	n/a	55%	n/a	60%	n/a	(3)
% of citizens very satisfied or somewhat satisfied with snow removal on major streets	-	n/a	69%	n/a	75%	n/a	(4)
% of citizens very satisfied or somewhat satisfied with sidewalk snow removal in the downtown core	-	n/a	74%	n/a	75%	n/a	

Notes:

(1) Snow accumulations in 2005 were 50 cm higher than the average of 150 cm.

(2) Ice Control - A higher proportion of residents are satisfied with ice control at intersections in 2005 than in 2003 when 60% were satisfied. In 2001, 57% were satisfied. The survey found that ice control at intersection rated 97% in terms of importance.

(3) Residential Snow Removal - In 2001, 49% while in 2003, 68% were satisfied with residential snow removal. The survey found that residential snow removal rated 91% in terms of importance.

(4) Major Street Snow Removal - In 2001, 71% while in 2003, 83% were satisfied with snow removal on major streets. The survey found that snow removal on major streets rated a 97% in terms of importance.



STREET MAINTENANCE

2006/2007/2008 Goals

The goals of the Street Maintenance Division are to:

- Provide for our residents (pedestrian and vehicular) safe travel within the City in a cost-effective manner.
- Maintain all roads and sidewalks (adjacent to City properties) in a reasonable operating condition.
- Provide equipment operations for other Public Works divisions and City departments where needed in a timely, efficient and cost-effective manner.

2006/2007/2008 Objectives

The Objectives of the Street Maintenance Division are to:

- Inspect roads, streets and sidewalks regularly to determine which areas require repairs or maintenance and ensure their repair.
- Provide emergency 24 hour call-out services for road maintenance/repairs during the year.
- Maintain paved roads through pothole patching, crack sealing and reconstruction.
- Maintain gravel roads through grading, resurfacing, reconstruction and the application of dust suppressant.
- Work closely with the Engineering Division so that Roads and Sidewalks staff can prepare more patches while lowering the costs to the City of having a paving contractor carry out this task.

GENERAL FUND - Public Works & Engineering

Street Maintenance Budget

		2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Dust Control							
	Contracted Services	-	-	-	-	-	-
	Materials	24	29	19	30	30	31
		24	29	19	30	30	31
	Equipment	16	17	17	17	17	18
	Labour	11	12	12	12	13	13
		52	58	47	59	60	62
Gravel Road Maintenance							
	Contracted Services	-	-	-	-	-	-
	Materials	-	15	5	15	15	16
		-	15	5	15	15	16
	Equipment	31	31	32	32	33	34
	Labour	17	18	18	19	19	20
		48	64	55	66	67	69
Paved Road Maintenance							
	Contracted Services	150	125	125	130	132	134
	Materials	25	29	29	30	30	31
		175	154	154	160	162	165
	Equipment	31	31	31	32	32	33
	Labour	31	32	32	33	35	36
		237	218	218	225	229	234
Sidewalk Maintenance							
	Contracted Services	50	40	40	40	41	41
	Materials	4	5	5	5	5	5
		54	45	45	45	46	46
	Equipment	2	2	2	2	2	2
	Labour	3	3	3	3	3	4
		59	50	50	50	51	52
		396	390	369	401	408	416



GENERAL FUND - Public Works & Engineering

Street Maintenance Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Kms of paved roads -- 4 lane	6.1	6.1	6.1	6.1	6.1	6.1	
Kms of paved roads -- 2 lane	58	58.0	59.9	60.9	62.2	63.0	
Kms of paved alleys -- 1 lane	4.4	4.4	4.6	4.9	5.2	5.5	
Kms of unpaved roads -- 2 lane	6.3	6.3	6.3	6	6.5	7	
Kms of unpaved alleys -- 1 lane	7.8	7.5	7.6	7.4	7.2	7.2	
Total	82.6	82.3	84.5	85.3	87.2	88.8	
Kms of roads reconstructed in 2004	1.9	1.9	2.5	2.5	2.5	2.0	
Efficiency Measures							
Cost per km maintained -- road/alley	\$4,760	\$4,812	\$4,367	\$4,701	\$4,679	\$4,685	
Effectiveness Measures							
% of paved roads where quality is below standard index				To be developed in 2006			
% of citizens very satisfied or somewhat satisfied with summer road maintenance	-	-	-	60%	-	62%	(1)

Notes:

- (1) Citizen Survey did not ask the percent of citizens satisfied with road maintenance in 2005. In 2003, 54% were satisfied with summer road maintenance.

STREET SWEEPING

2006/2007/2008 Goals

The goals of the Street Sweeping Division are to:

- Carry out spring cleanup activities with the intent of reducing dust generation.
- Reduce dust generation through investigation and trial of alternatives.

2006/2007/2008 Objectives

The objectives of the Street Sweeping Division are to:

- Remove dust and debris from streets as quickly as is practical, particularly following spring thaw to reduce suspended particles in the air. The level of dust has decreased in the past few years as evaluated by the GNWT from their Air Quality Report.
- Continue to sweep throughout summer to minimize buildup of gravel and debris on City streets.



GENERAL FUND - Public Works & Engineering

Street Sweeping Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Street Sweeping						
Contracted Services	-	-	-	-	-	-
Materials	-	5	1	5	5	5
Equipment	59	60	60	62	63	64
Labour	36	37	37	38	39	40
	95	102	97	104	107	110

Street Sweeping Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Kms of paved roads -- 4 lane	6.1	6.1	6.1	6.1	6.1	6.1	
Kms of paved roads -- 2 lane	58.0	58.0	59.9	60.9	62.2	63.0	
Kms of paved alleys -- 1 lane	4.4	4.4	4.6	6.0	5.2	5.5	
Total paved roads/alleys (kms)	68.5	68.5	70.6	73	73.5	74.6	
Efficiency Measures							
Cost per curb km to street sweep	\$1,420	\$1,387	\$1,374	\$1,425	\$1,456	\$1,475	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with spring street sweeping	-	-	81%	-	81%	-	(1) & (2)

Notes:

- (1) The Citizen Survey shows that satisfaction has increased for spring sweeping from 63% in 2001, to 73% in 2003, and finally to 81% in 2005. We will endeavor to continue this high level of performance. The survey found that spring street sweeping rated a 91% in terms of importance.
- (2) According to the 2004 Northwest Territories Air Quality report compiled by Environment and Natural Resources (GNWT) - "Since the early 1990's, dust conditions have improved - largely due to the City of Yellowknife's efforts to clean roads throughout the spring and summer as well as ongoing paving of gravelled areas".

STORM/DITCH MAINTENANCE

2005 Highlights

The highlights for Storm/Ditch maintenance include:

- Installed new sump at Forrest Drive Trailer Park to better drain the area.
- Improved storm water drainage system by installing leads to a catch basin on Bryson Drive and Hamilton Drive.

2006/2007/2008 Goals

The goal of the Storm/Ditch Maintenance Division is to:

- Maintain a well drained storm sewer system including ditches and storm sewers.
- Paint fish on storm intakes for public awareness that what goes into the City's ditches or storm sewers goes to our lakes and affects aquatic life.

2006/2007/2008 Objectives

- Inspect the underground storm sewer system annually and repair or replace any damaged or defective structural components.
- Remove overgrown vegetation and accumulated sediments and debris.
- Carry out maintenance and thawing of storm sewers as required.
- Provide new ditching and drainage where necessary. A goal within the next three years is to upgrade ditching in the Kam Lake Industrial Park, but this will depend on Capital funding.



GENERAL FUND - Public Works & Engineering

Storm/Ditch Maintenance Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Ditch Maintenance						
Contracted Services	1	10	10	10	10	10
Materials	1	3	2	3	3	3
	2	13	12	13	13	13
Equipment	10	10	10	11	11	11
Labour	6	6	6	7	7	7
	18	30	29	30	31	31
Storm Sewer Maintenance						
Contracted Services	36	10	10	10	10	10
Materials	18	13	26	13	13	13
	54	23	35	23	23	23
Equipment	19	20	20	20	21	21
Labour	37	38	38	39	40	42
	110	80	93	82	84	86
	128	110	121	112	115	117

TRAFFIC SIGNALS/LIGHTING/MARKING

2005 Highlights

The Traffic Signals/Lighting/Marking Division highlights include the:

- Installation of left hand turning lane with arrows at Range Lake Road and Airport Road to reduce traffic congestion and increase public safety.
- Completion of all line painting on City roads before Canada Day.

2006/2007/2008 Goals

The goals of the Traffic Signals/Lighting/Marking Division are to:

- Carry out yearly inspections of traffic lights.
- Maintain traffic control systems in good operating condition.
- Improve traffic flow along Franklin Avenue between Old Airport Road and the Central Business District through coordinated traffic light timings.
- Install LED traffic lights and pedestrian lights to reduce energy consumption.
- Update traffic light controllers and software.
- Install UPS system in traffic light cabinets.

2006/2007/2008 Objectives

The objectives of the Traffic Signals/Lighting/Marking Division are to:

- Install signs within the City in accordance with relevant standards and legislation.
- Carry out traffic counts to determine modifications to existing intersections.
- Install and maintain all traffic control systems.
- Inspect City street lights on a regular basis and notify the utility company of problems.
- Co-ordinate the hanging of banners and Christmas decorations within the City.
- Administer the closure of roads for special events.
- Establish truck routes within the City limits.
- Perform street line painting as required on an annual basis.
- Repaint traffic light poles when necessary.
- Identify locations and install pedestrian crosswalks.
- Improve traffic circulation by revising timing to traffic light programming.
- Carry out Global Positioning System (GPS) of all street signs for location and tracking.



GENERAL FUND - Public Works & Engineering

Traffic Signals/Lighting/Marking Budget

		2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Line Painting							
	Contracted Services	43	42	42	42	43	43
	Materials	1	1	1	1	1	1
		44	43	43	43	44	44
	Equipment	-	-	-	-	-	-
	Labour	-	-	-	-	-	-
		44	43	43	43	44	44
Sign Maintenance							
	Contracted Services	-	2	2	2	2	2
	Materials	25	25	63	25	25	26
		25	27	65	27	27	28
	Equipment	5	5	5	5	5	6
	Labour	16	16	16	17	17	18
		46	48	86	49	50	51
Street Decorating							
	Contracted Services	9	7	7	7	7	7
	Materials	7	7	4	7	7	7
		17	14	11	14	14	14
	Equipment	3	3	3	3	3	3
	Labour	6	6	6	7	7	7
		26	24	20	23	24	24
Traffic & Street Lighting							
	Contracted Services	61	19	19	19	19	20
	Power - Street lights	669	669	669	679	690	700
	Power - Traffic lights	68	69	69	66	67	68
		797	757	757	764	776	788
	Equipment	-	-	-	-	-	-
	Labour	1	1	1	1	1	1
		798	758	758	765	777	789
		914	873	907	881	895	909

GENERAL FUND - Public Works & Engineering

Traffic Signals/Lighting/Marking Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Street Lights	1,378	1,378	1,413	1,426	1,446	1,466	(1)
Traffic Lights	18	18	18	19	19	19	
Pedestrian Crosswalks	5	5	5	6	7	8	
Efficiency Measures							
Average monthly energy cost for street lighting	\$63,750	\$58,325	\$57,000	\$57,845	\$58,782	\$59,667	
% of citizens satisfied or very satisfied with quality of residential street lighting	-	-	-	90%	-	90%	(2)

Notes:

- (1) Streetlights were added in 2005 to the Franklin Avenue hill, Bourque and Larocque Drive, Niven Lake Trail (3), as well as in areas that were requested by residents in poorly lighted areas.
- (2) The Citizen Survey in 2003 found that 88% of residents were satisfied with residential street lights.



SOLID WASTE MANAGEMENT FUND

2005 Highlights

The highlights of the Solid Waste Management Facility include:

- Processing, baling, and land filling of approximately 30,000 cubic meters of waste.
- Crushed and shipped approximately 500 scrap vehicles for recycling.
- Installed new cardboard bins at all locations and a newspaper bin in Old Town in an effort to standardize all recycling depot locations.
- Now collecting HDPE # 2 plastics at all recycling depot locations.
- Installed new signs on recycling depot bins to better assist the public and reduce contamination.
- Installed a new white goods area below the top gates, so the public can have access during restricted hours.
- Moved the household waste compactor closer to the Gatehouse.
- Installed a new computer program and point of sale machine in the Gatehouse. Paying new tipping fees for items such as batteries, tires, etc. is more convenient for the public.
- Partnered with Northwestel to divert over 4200 telephone books from the landfill for recycling.
- Partnered with the GNWT Department of Justice in the Community Restorative Justice Program whereby volunteers from Yellowknife Correctional Center assist with recycling one afternoon per week.
- Partnered with Richmond Steel Recycling, on a trial basis, to recycle the scrap steel stockpile. There may be as many as 770 bales of steel recycled and thus diverted from the landfill.
- Participated with Ecology North at the Climate Change Fair, Sustainable Living Fair, and Environment Week activities to enhance public education.
- Council approved a contract with Biogenie to remediate contaminated soil at the Solid Waste site. This soil will then be reused as a cover material in the landfill closure.
- Entered into a new backhaul contract which will reduce the cost of shipping our recycling.
- Installed a new tipping floor which will reduce O&M cost as well as produce a higher quality of recycling.
- Dillon Consulting completed an external Study of Landfill Operations.
- Dillon Consulting completed a New Landfill Design Study.
- Two public forums were held. One was in April to get public feedback on a User Pay System. The second was in September to educate the public on the implementation of a User Pay System. Both forums also discussed other areas of waste management and recycling.
- Increased the Solid Waste levy from \$10 to \$11 per residence, ERU (Equivalent Residential Unit) or, for Commercial, per 1,000 square feet.
- Increased tipping fees in an effort to work toward full cost recovery.
- Revised the Solid Waste Bylaw.
- City Council approved a User Pay System on June 25, 2005 to be implemented January 1, 2006.
- Entered into a new waste collection contract to support a User Pay System.
- A Solid Waste Management Advisory Committee was formed. This Committee continues to make substantial input into the User Pay System, tipping fees, and Solid Waste By-law, etc.

2006/2007/2008 Goals

The goals of the Solid Waste Management Facility are to:

- Efficiently and effectively collect, handle, and dispose of solid waste.
- Implement a User Pay System so that people will be aware and pay for the amount of waste they produce in an effort to work toward full cost recovery.
- Produce a better quality of recycling with a new tipping floor.
- Continue to improve the City's recycling program.
- Provide technical support to the Solid Waste Management Advisory Committee.

SOLID WASTE MANAGEMENT FUND

2006/2007/2008 Objectives

The objectives of the Solid Waste Management Facility are to:

- Provide garbage collection through a private contractor to residential areas once per week. Multi Family Units and Commercial Premises will be serviced by a private contractor under the User Pay System as required.
- Continue to implement goals and objectives laid out in the Community Waste Management strategic Plan adopted by City Council in August 2001.
- Reduce solid waste landfill volumes both by baling waste and operating feasible waste diversion programs.
- Increase public awareness, education and participation in waste diversion through annual publications, weekly flyer inserts and encouragement of volunteers for public education programs.
- Carry out the orderly closure of the existing landfill site.
- Move to a new landfill site.



SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Government Transfers							
Formula Funding	155	155	155	155	75	-	(1)
GST Rebate	515	-	-	-	-	-	(2)
User Charges							
Solid Waste Levy	1,260	1,377	1,377	631	637	645	(3)
Tipping Fees	233	250	250	795	779	779	(4)
Sales of Recyclables	16	25	40	35	40	45	
	<u>2,179</u>	<u>1,807</u>	<u>1,822</u>	<u>1,616</u>	<u>1,531</u>	<u>1,469</u>	
Allocated to Capital	(65)	(119)	(119)	(100)	(100)	(100)	
	<u>2,114</u>	<u>1,688</u>	<u>1,703</u>	<u>1,516</u>	<u>1,431</u>	<u>1,369</u>	
Expenditures (By Activity)							
Waste Collection	571	611	601	307	310	315	(3)
Waste Processing	509	522	552	609	635	658	(3)
Waste Recycling	263	284	311	326	338	350	(3)
Site Restoration/Closure							
-Annual Accrual	65	88	77	-	-	158	(5)
-Actual Cost of Landfill Closure	78	343	150	150	150	535	
-Reduction In Closure Liability	(78)	(343)	(150)	(150)	(150)	(535)	
	<u>1,408</u>	<u>1,504</u>	<u>1,541</u>	<u>1,242</u>	<u>1,283</u>	<u>1,482</u>	
Net Revenue (Expenditures)	<u>706</u>	<u>184</u>	<u>162</u>	<u>275</u>	<u>148</u>	<u>(113)</u>	
Interfund Transfers							
(To) From General Fund	(150)	(162)	(163)	(143)	(142)	(142)	(6)
(To) From Reserves							
	<u>(150)</u>	<u>(162)</u>	<u>(163)</u>	<u>(143)</u>	<u>(142)</u>	<u>(142)</u>	
Change in Fund Balance	<u>556</u>	<u>22</u>	<u>(1)</u>	<u>132</u>	<u>6</u>	<u>(255)</u>	
Opening Balance	<u>(633)</u>	<u>(131)</u>	<u>(77)</u>	<u>(78)</u>	<u>54</u>	<u>60</u>	
Closing Balance	<u>(77)</u>	<u>(109)</u>	<u>(78)</u>	<u>54</u>	<u>60</u>	<u>(195)</u>	
Expenditures (By Object)							
Wages & Benefits	489	511	518	589	623	651	
Other O&M	919	993	1,023	835	842	796	
	<u>1,408</u>	<u>1,504</u>	<u>1,541</u>	<u>1,424</u>	<u>1,465</u>	<u>1,482</u>	

Notes:

- (1) In 2002 Council agreed to reduce the negative fund balance created by the land closure liability using Formula Funding until 2007.
- (2) In 2004, Council passed a motion to transfer \$515,000 of GST rebate to this fund in order to improve the fund balance.
- (3) Both revenue and expenditures are based on the new user pay system to be implemented in January, 2006.
- (4) The revenue is based on the revised tipping fee schedule approved for implementation on July 1, 2005 and the new user pay system starting January, 2006.
- (5) In 2000 and thereafter, under Generally Accepted Accounting Principles, the City accrues the liability for landfill closure and restoration. Over the next eight years, the City needs to accrue the difference between the net present value of future landfill liabilities and the actual costs that will be incurred. The difference is estimated at about \$750,000. In 2006 and 2007, the City plans to set aside Capital Fund of \$182,000 and \$170,000 for site restoration.
- (6) The administration fee charged by the General Fund is 10% of revenue, as per current policy.

SOLID WASTE MANAGEMENT FUND

Solid Waste Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
Material diverted from waste stream (bales)							
White goods	145	0	350	130	140	150	(1)
Newsprint/cardboard/paper	220	199	239	320	340	360	
Aluminum cans	3	2	8	0	0	0	(2)
Steel/tin cans	5	0	6	6	7	8	
Car batteries	55	34	94	40	40	40	(3)
High Density Polyethylene (HDPE) #2	14	8	14	18	28	30	
Tires (bales)	60	50	80	130	140	150	
Recycled Total	502	293	791	644	695	738	
No. of bales per annum	10,400	10,300	10,450	10,613	10,960	11,098	(4)
Additional recycling							
Litres of waste oil collected	12,000	12,000	13,000	14,000	15,000	16,000	
Vehicles shipped out		n/a	500	n/a	300	n/a	
Bales of Scrap Metal shipped by contractor - 355 tonnes			770				(5)
Efficiency Measures							
Collection cost per capita	29.56	29.96	31.07	15.63	15.28	15.33	(6)
Effectiveness Measures							
% of materials recycled/diverted (excluding vehicles)	4.8%	2.8%	7.5%	6.1%	6.3%	6.7%	(7) & (8)

Notes:

- (1) White goods in 2005 are higher than average because of a 2-year stockpile.
- (2) Aluminum cans will discontinue in 2006 with the implementation of the Territorial Beverage Container Program on November 1, 2005.
- (3) Commercial businesses are now responsible for recycling their own waste batteries. Residents are still permitted to drop off three car batteries per month at the Baling Facility.
- (4) Estimates are based on population growth and a per capita average.
- (5) This was a pilot project with a contractor to determine feasibility. The percentage of materials recycled/diverted in 2005 does not include bales of scrap metal.
- (6) In 2006, Multi-family and Commercial are not in the collection cost per capita.
- (7) Recycling may increase resulting in higher than estimated figures with the implementation of a User Pay System beginning January 1, 2006.
- (8) According to the 2005 Citizen Survey, 57% of people are willing to pay a fee for curb-side recycling.



WATER & SEWER FUND

Overview

This 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.

2005 Highlights

The Water and Sewer fund highlights for 2005 include:

- Provided engineering services for the replacement for School Draw Avenue, Gitzel Street from Franklin Street to Dakota Court, and a section of Hordal Avenue. Approximately 8 water and sewer services were upgraded including numerous apartment buildings. The total budget was \$3.0 million.
- Annual/Quarterly submission of the City's water report and sewage treatment to the Mackenzie Valley Land and Water Board.
- Yearly preventative maintenance work on some Liftstations and Pumphouses.
- Contractor did yearly preventative maintenance work on fire extinguishers.
- Yearly cleaning of boilers at City Hall, Pumphouse No. 1 and Garage was carried out.
- Inspecting the boilers in the Multiplex daily during the heating season.
- Yearly cleaning of the Liftstations wet wells took place in April.
- Monthly fly out testing of our Lagoon at F1 and F3 sampling sites.
- Removed floating islands from the sewage lagoon from June 1 to October 25, 2005 – removed 19 islands. One island had a surface area of approximately 2,500m².
- Transported the material from the Lagoon islands to the Solid Waste Facility site for landfill closure in the fall.
- Added Actizyme treatment to our sewage systems.
- Water Distribution course was put on for the Water and Sewer Division employees. Six obtained their certificates.
- Thawed storm drains and culverts during the spring run-off.
- Upgraded 54 fire hydrants.
- Leak detection program for the City was carried out. 48 leaks were found and repaired.
- Flushed the City's fire hydrants and water main systems.
- Flushed the City's sewer lines - (Frame Lake area as of August 25). Will continue into the Forrest Drive area in the second half of the year as time permits.
- 95% of the City's sewer lines were flushed, the highest percentage in 35 years.
- Approximately 425 water meters changed – up to August 15.
- Working on programming and Supervisory Control and Data Acquisition (SCADA) issues throughout the system.
- Serviced transfer switches in Pumphouse #1 and information was taken of all other switches for future servicing.

WATER & SEWER FUND

Pumphouse #1:

- Transfer switch serviced
- New valve installed with actuators on diesel pumps.
- New valve installed on #1 diesel pumps can.
- Annual boiler cleaning.
- Heating coil installed in condensate tank for boilers.
- Inflow valve and valve replacement for inflow from Pumphouse #2 completed in April 2005.
- Safety showers installed.
- New boiler tube cleaner purchased.

Pumphouse #2:

- UPS unit installed
- Chlorine injection for Dettah truck fill changed from calcium hypochlorate to sodium hypochlorate (liquid), removing one chemical from inventory.

Pumphouse #3:

- Pump 1 was removed, rebuilt and replaced.
- New pump and motor installed in Pump 3 position.
- Pump 2 to be rebuilt before end of the year.
- Reservoir was cleaned and inspected and found to be in fair condition.
- Fire pump commissioned in May.

Pumphouse #4:

- Replaced Pump 4 with new pump and motor.
- Replaced truck fill pump and motor.
- Old pump 4 to be rebuilt and installed in Pump 5 or 6 position in early September.
- Programming done for Variable Frequency Drive (VFD) unit.
- Three new flow meters to be installed.
- New catwalk installed for chlorine safety procedure.
- Safety shower installed.

Liftstation #1:

- New pump installed in #2 position.

Liftstation #4:

- New pump was installed.

Liftstation #5:

- New sewage pump installed in #1 position.
- New UPS unit installed.

Liftstation #6:

- New knife valves on discharge header installed.
- New check valves installed.

Liftstation #7:

- New UPS unit installed.
- Pump guards installed in dry well.
- Radar head maintenance took place.

2006/2007/2008 Goals

The goals of the Water & Sewer Fund are to:

- Provide a reliable supply of high quality, potable water to Yellowknife citizens, and efficiently and responsibly dispose of waste water.
- Expand on and maintain a ten year capital replacement plan for water/waste water systems.
- Maintain piped water and sewer systems in good functional condition.
- Continue elimination of water losses and wastage on mains and services.
- To carry on upgrading the City's water and sewer systems and maintain a good workable standard.
- To conduct regular upgrading of supervisory staff, e.g. courses and attending conferences to learn of new technology and explore how it could benefit the City.



WATER & SEWER FUND

- Increase monitoring of water temperature in the critical areas of the piped water distribution system around town which will reduce heating of water and will result in additional fuel and power savings. The water obtained from the Yellowknife River is typically around 1 degree Celsius during the winter.
- Rebuild and/or replace pumphouse and liftstation pumps to increase pumping capacity and reduce power consumption in a cost effective manner.
- Hire qualified people to maintain a high standard of repair and maintenance.

2006/2007/2008 Objectives

The objectives of the Water & Sewer Fund are to:

- Provide the community with potable water that meets or exceeds the Canadian Drinking Water Quality Guidelines, our Water License requirements, territorial and federal environmental and public health regulations as established by the Mackenzie Valley Land and Water Board and the Public Health Act.
 - Treat and dispose of waste water in order to meet or exceed the requirements of the NWT Water Act and our Water License discharge and monitoring requirements.
 - Provide adequate water pressure and volume to meet all fire suppression needs and plan for remedial measures of future capital projects should deficiencies be found.
 - Maintain water quality and protect public health through timely water quality testing - daily chlorine and fluoride, weekly bacterial and general water quality analysis.
 - Repair or replace piped water and sewer distribution mains prior to ultimate failure or excessive maintenance.
 - Manage and monitor trucked water delivery and trucked sewage pump out contracts.
 - Eliminate water main and service losses through annual leak detection and repair, elimination of bleeders and calibration or replacement of water meters over the next three years.
- Continue to reduce the number of single line water services and services having Aquaflow units, as resources permit.
 - Review with Corporate Services Department a new Water & Sewer rate structure.
 - Review with Engineering Division future capital projects to prioritize spending to best suit short and long term requirements from an operation and maintenance standpoint.
 - Initiate changes to shorten the staff time expended on water meter reading and billing through technologically advanced reading and downloading equipment as well as a comprehensive review of current practices.
 - Establish an information inventory for the City's underground infrastructure and utilities.
 - Submit to the Mackenzie Valley Land and Water Board waste reports required by City's new Water License.
 - Public Works and Engineering and the Water and Sewer Division continue to work together for capital replacement projects.

WATER & SEWER FUND

Water & Sewer Fund Budget

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
User Charges							
Piped Water	5,485	5,609	5,616	5,670	5,849	5,908	(1)
Trucked Water	786	819	813	815	837	846	(2)
Other User Charges	79	61	125	120	97	97	(3)
	<u>6,349</u>	<u>6,489</u>	<u>6,554</u>	<u>6,605</u>	<u>6,783</u>	<u>6,851</u>	
Allocated to Capital	(1,605)	(1,750)	(1,750)	(1,648)	(1,801)	(1,822)	(4)
	<u>4,744</u>	<u>4,739</u>	<u>4,804</u>	<u>4,957</u>	<u>4,982</u>	<u>5,029</u>	
Expenditures (By Activity)							
Sewage Disposal	1,100	1,046	1,102	1,058	1,070	1,086	
Water Distribution	2,411	2,396	2,429	2,483	2,559	2,619	
	<u>3,512</u>	<u>3,442</u>	<u>3,531</u>	<u>3,541</u>	<u>3,629</u>	<u>3,706</u>	
Labour & Equipment Allocation	459	392	396	401	416	433	
	<u>3,971</u>	<u>3,834</u>	<u>3,927</u>	<u>3,942</u>	<u>4,045</u>	<u>4,139</u>	
Net Revenue (Expenditures)	773	905	877	1,015	937	891	
Interfund Transfers							
(To) From General Fund	(952)	(976)	(983)	(990)	(1,017)	(1,027)	(5)
Change in Fund Balance	(179)	(71)	(106)	25	(80)	(136)	
Opening Balance	244	240	65	(41)	(16)	(96)	
Closing Balance	65	168	(41)	(16)	(96)	(232)	
Expenditures (By Object)							
Wages & Benefits	1,566	1,560	1,552	1,625	1,692	1,742	
Other O&M	2,405	2,275	2,375	2,316	2,353	2,396	
	<u>3,971</u>	<u>3,834</u>	<u>3,927</u>	<u>3,942</u>	<u>4,045</u>	<u>4,139</u>	

Notes:

- (1) Piped Water - See the following schedule of piped water and sewer rates based on no change in rates for 2006 for estimated consumption and revenue. For 2007 to 2008, revenue is based on 1% increase in annual consumption and 2% increase in rates.
- (2) Trucked Water - See the following schedule of trucked water and sewer rates based on no change in rates for 2006 and 2% increase in rates from 2007 onwards for estimated consumption and revenue.
- (3) Other user charges are mainly from utilities penalties.
- (4) According to Budget Policies, allocation to the Capital Fund is based on 30% of revenues to fund water and sewer infrastructure projects. However in view of extra capital funding from GNWT, allocation is reduced by about \$200,000 to \$300,000 each year from 2006 to 2008.
- (5) The Water and Sewer Fund pays an administration fee of 15% of revenues to the General Fund.



WATER & SEWER FUND

		Monthly Charge (\$)	Average Monthly # of Accts	2006 Budgeted Revenue (\$)
Piped Services:				
Equivalent Residential Unit charge		5.78	10,312	715,258
Demand charge based on water meter size:	5/8"	7.17	4,174	359,160
	3/4"	10.75	3	387
	1"	17.93	52	11,188
	1 1/2"	39.44	41	19,404
	2"	68.12	75	61,444
	3"	150.57	11	19,875
	4"	265.29	2	6,367
	6"	609.45	2	14,627
Annual Consumption:	374,400,000 gallons @\$11.92/1000 gallons			<u>4,462,848</u>
				<u><u>5,670,558</u></u>

	Rate	Number/ Volume	2006 Budgeted Revenue \$
Trucked Services			
Residential access charge - accounts	\$41.74	4,753	198,390
Residential consumption <3,300 gallons	\$11.92	10,837,500	129,183
Residential consumption >3,300 gallons	\$68.00	475,000	32,300
Commercial access charge - accounts	\$119.18	2,680	319,402
Commercial consumption <3,300 gallons	\$11.92	5,693,252	67,864
Commercial consumption >3,300 gallons	\$68.00	1,000,000	<u>68,000</u>
			<u>815,139</u>

WATER & SEWER FUND

Sewage Disposal

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Liftstations/Effluent Operations						
Operations & Maintenance	306	282	292	272	277	282
Allocated Equipment	10	10	10	11	11	11
Allocated Labour	68	71	70	72	75	77
	384	363	372	354	362	370
Trucked Sewage						
Contracted Services	567	574	588	590	592	598
Allocated Equipment	2	2	2	2	2	2
Allocated Labour	13	13	13	13	14	14
	582	589	603	605	608	614
Sewage System Maintenance						
Operations & Maintenance	99	57	90	60	61	62
Allocated Equipment	17	18	18	18	18	19
Allocated Labour	19	20	19	20	21	21
	135	94	127	98	100	102
Total Sewage Disposal						
Direct Costs	972	913	970	922	929	942
Allocated Equipment	30	30	30	31	31	32
Allocated Labour	99	103	102	105	110	113
	1,100	1,046	1,102	1,058	1,070	1,086



WATER & SEWER FUND

Water Distribution

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Pumphouses						
Labour - Pumphouse No. 1	644	696	695	729	764	786
Operations & Maintenance	798	718	751	744	757	771
	<u>1,441</u>	<u>1,414</u>	<u>1,446</u>	<u>1,473</u>	<u>1,521</u>	<u>1,556</u>
Allocated Equipment	9	9	9	10	10	10
Allocated Labour	63	65	65	67	69	71
	<u>1,513</u>	<u>1,488</u>	<u>1,520</u>	<u>1,549</u>	<u>1,600</u>	<u>1,637</u>
Trucked Water Delivery						
Contracted Services	527	549	550	569	582	596
	<u>527</u>	<u>549</u>	<u>550</u>	<u>569</u>	<u>582</u>	<u>596</u>
Water Line/Hydrant Maintenance						
Operations & Maintenance	73	45	54	46	46	47
Allocated Equipment	63	64	64	65	66	68
Allocated Labour	121	126	125	128	134	138
	<u>256</u>	<u>235</u>	<u>242</u>	<u>240</u>	<u>246</u>	<u>253</u>
Water Meter Services						
Operations & Maintenance	21	26	20	27	27	27
Allocated Equipment	9	9	9	10	10	10
Allocated Labour	85	88	87	90	93	96
	<u>115</u>	<u>123</u>	<u>116</u>	<u>126</u>	<u>130</u>	<u>133</u>
Total Water Distribution						
Direct Costs	2,062	2,034	2,070	2,114	2,177	2,227
Allocated Equipment	81	83	83	84	86	88
Allocated Labour	268	279	277	285	296	305
	<u>2,411</u>	<u>2,396</u>	<u>2,429</u>	<u>2,483</u>	<u>2,559</u>	<u>2,619</u>

WATER & SEWER FUND

Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
No. of metres of replaced water and sewer mains	1,400	1,100	1,300	1,100	1,100	1,100	
No. of metres of new water and sewer mains	0	0	800	800	800	800	
No. of fire hydrants	320	320	325	330	335	340	
No. of fire hydrants flushed	280	280	300	300	300	300	
No. of bleeders on City main lines	3	3	3	3	3	2	(1)
No. of water meters replaced							
PW Forces	75	75	400	450	450	450	
Contracted out	52	52	25	50	50	50	
Total water meters replaced	127	127	425	500	500	500	
No. of new water and sewer (W&S) services privately installed:							
Niven Lake	20	20	40	30	30	30	
Other (i.e., Frame Lake)	40	40	6	5	5	5	
No. of services replaced under Capital	52	52	8	40	40	40	
No. of services repaired/replaced under Service Connection Failure Assistance Fund (SCFAF)							
Public Works -- in-house	22	50	52	52	52	52	
Contracted Out	6	10	8	8	8	8	
Total	28	60	60	60	60	60	
No. of services repaired/replaced by City (Capital and O&M)	80	112	68	100	100	100	(2)
No. of single line bleeders eliminated	25	25	4	15	15	15	
No. of Aquaflow units eliminated	10	10	3	5	5	5	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with the quality of City tap water	-	-	-	90%	-	90%	(3)

Notes:

- (1) Bleeders on City mains in Niven Lake are required until there are enough residences to avoid freeze ups.
- (2) In 2005, the water and sewer replacement projects on School Draw Avenue and Gitzel Street had a low number of services.
- (3) In 2003, 87% of residents were satisfied with the City's water. The question was not asked in 2005.



LAND DEVELOPMENT FUND

LAND DEVELOPMENT FUND

Overview

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; engineering and constructing infrastructure required in the development area; and,
- Recovery through 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 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.

2005 Highlights

The highlights of the Land Development Fund include:

- Sold the eight remaining lots in the Kam Lake Industrial area.
- Applied to the GNWT for additional land for an extension to the new Kam Lake Subdivision.
- Reviewed Phase 7 of the Niven Lake residential area in order to determine a marketing strategy for this phase.
- Submitted land application to the GNWT for approximately 560 hectares in the Westerly sector of the City adjacent to the Kam Lake Industrial area, Airport West Bypass Corridor and the Sand Pits (By-law 4349).
- Submitted a land application to the GNWT for approximately 580 hectares in the Yellowknife Bay West Shore sector for residential purposes plus approximately 80 hectares for the municipal landfill, 40 hectares for the Bristol Monument/Cemetery area; and, approximately 45 hectares for commercial purposes between Old Airport Road and Frame Lake (By-law 4372).

2006/2007/2008 Goals

The goals of the Land Development Fund are to:

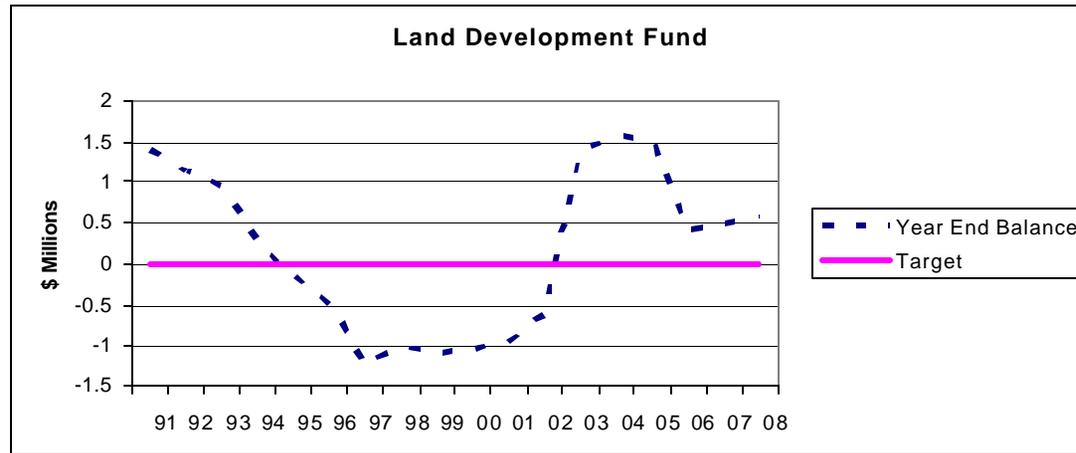
- Ensure that there is an ongoing supply of developable land which meets the demand at a reasonable price.
- Increase sales of City-owned land.

2006/2007/2008 Objectives

The objectives of the Land Development Fund are to:

- Project the demand for land each year by preparing the land demand forecast and preparing development schemes to guide the subdivision and development of new land. The City sells raw land where the private sector is willing and able to invest to develop land at a reasonable cost.
- Prepare development plans and marketing strategies for:
 - Bartam area/Twin Pine Hill Area.
 - Kam Lake Industrial lots.
 - Phase 7 of the Niven Lake residential area marketing plan.
- Undertake conceptual planning work for the Yellowknife Bay West Shore sector.
- Review the Tin Can Hill conceptual plan and proceed with further public consultation and comprehensive planning which could lead to the adoption of a development scheme by-law.
- Undertake further planning studies of the Taylor Road area and the Negus Point area.
- Review the preliminary study for the Frame Lake North commercial road and proceed with a comprehensive planning process for the area between the Old Airport Road commercial strip and Frame Lake.

LAND DEVELOPMENT FUND



LAND DEVELOPMENT FUND

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget Recommended (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Interest on Land Agreements	80	45	10	9	9	9	
User Charges							
Land Leases	58	60	57	57	57	57	
Land Sales	2,570	1,081	1,165	2,064	504	504	(1)
	<u>2,709</u>	<u>1,186</u>	<u>1,232</u>	<u>2,130</u>	<u>570</u>	<u>570</u>	
Expenditures (By Activity)							
Debt Servicing	87	57	123	-	-	-	(2)
Land	1,592	957	1,002	1,705	375	375	(3)
Valuation Allowance	740	-	-	-	-	-	(4)
	<u>2,419</u>	<u>1,014</u>	<u>1,125</u>	<u>1,705</u>	<u>375</u>	<u>375</u>	
Net Revenue (Expenditures)	<u>290</u>	<u>172</u>	<u>107</u>	<u>425</u>	<u>195</u>	<u>195</u>	
Interfund Transfers							
(To) From Capital Fund	-	(1,000)	-	(1,350)	-	-	(5)
(To) From General Fund	(100)	(175)	(175)	(150)	(125)	(125)	(6)
Change in Fund Balance	<u>190</u>	<u>(1,003)</u>	<u>(69)</u>	<u>(1,075)</u>	<u>70</u>	<u>70</u>	
Opening Balance	<u>1,369</u>	<u>1,493</u>	<u>1,559</u>	<u>1,490</u>	<u>416</u>	<u>486</u>	
Closing Balance	<u>1,559</u>	<u>490</u>	<u>1,490</u>	<u>416</u>	<u>486</u>	<u>557</u>	

Notes:

- (1) Land sales for 2006 are based on sale of seven additional lots in Kam Lake Industrial Subdivision and a piece of land next to Bartam Trailer Park. We also assume selling parcels of Niven Lake Phase 7 in next three years.
- (2) Debt servicing is for interest on the debentures issued in 2000 to finance the acquisition of the Niven Lake Subdivision and in 2004 to finance the development of the Kam Lake Industrial Subdivision. Both debentures will be fully repaid in 2005.
- (3) When land from land inventory is resold, the value of the land is shown as an expenditure. The land inventory is valued at market value, so the land sales revenue and expenditure usually offset each other.
- (4) \$740,000 was written down in 2004 in regard to the swapping of land with GNWT. The new correctional facility that used be City's land was valued at \$740,000.
- (5) Transfer to Capital Fund to finance the projects that are related to Land Fund: highway access Niven Lake subdivision and Niven Lake water booster station. The latter is a carryover project from 2005.
- (6) 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.

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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 under winter conditions can exceed \$10,000. The SCFA applies also to failure of sewer service connections. A failure of a sewer system requires immediate work to correct the situation.

Council established the SCFA to provide municipal service customers with a low cost insurance to cover repair costs.

The majority of customers participate in the program which, in the event of a failure, covers repair costs above \$500 and up to a maximum of \$15,000. The property owner pays the first \$500 (the deductible) and all costs exceeding \$15,000. The premium, currently set at \$3.00 per equivalent residential unit per month, is collected via 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; and
- 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 and pavement and sidewalk repair.

Standard Water and Sewer Service Connection

In 1984 the City adopted the two line circulation system as its standard water service connection as it 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 continually circulates water back to the City main to prevent freezing.

Prior to 1984 a variety of freeze protection systems were being installed. These were typically single lines with either bleeders, heat tape or the aquaflo 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.
- heat tape has a relatively short life span and leads to frequent freeze-up problems.
- the aquaflo 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.

2005 Highlights

The Service Connection Failure Assistance Program (SCFA) highlights for 2005 include the:

- Repair of 52 water services by Public Works staff.
- Eight services were replaced this fall by a contractor, thus eliminating 4 bleeders and 3 aquaflo's.

SERVICE CONNECTION FAILURE ASSISTANCE FUND

2006/2007/2008 Goals

The goals of the Service Connection Failure Assistance Program (SCFA) for 2006/2007/2008 include:

- Continue to be responsive to the residents of Yellowknife by minimizing the amount of time that they are without essential services.
- Provide a reliable supply of high quality, potable water to Yellowknife citizens, and efficiently and responsibly dispose of wastewater, as mandated under the Cities, Towns and Villages Act.
- Maintain piped water and sewer systems in good functional condition.
- Continue elimination of water losses and wastage on mains and services.
- To carry on upgrading the City water and sewer systems.
- To hire qualified people to maintain a high standard of repair and maintenance of all assets of the City.
- To conduct regular upgrading of supervisory staff, e.g. courses and attending conferences to learn of new technology and explore how it could benefit the City.

2006/2007/2008 Objectives

The objectives of the Service Connection Failure Assistance Program (SCFA) include:

- Continue to reduce the number of single line water services and services having Aquaflow units, as resources permit.
- Provide the community with potable water that meets or exceeds the Canadian Drinking Water Quality Guidelines, our Water Licence requirements, territorial and federal environmental and public health regulations as established by the Mackenzie Valley Land and Water Board and the Public Health Act.
- Eliminate water main and service losses through annual leak detection and repair, and eliminate bleeders.



SERVICE CONNECTION FAILURE ASSISTANCE FUND

Service Connection Failure Assistance Budget

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 provide assistance to customers.

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Revenue							
Insurance Premium	311	306	306	312	316	316	(1)
Insurance deductible	3	24	24	24	24	24	(1)
	<u>314</u>	<u>330</u>	<u>330</u>	<u>336</u>	<u>340</u>	<u>340</u>	
Expenditures							
Contracted Services	145	106	96	110	114	114	
Materials	65	89	69	91	91	91	
Labour/ Equipment	135	135	135	135	135	135	(2)
	<u>345</u>	<u>330</u>	<u>300</u>	<u>336</u>	<u>340</u>	<u>340</u>	
Net Revenue (Expenditures)	(31)	-	30	-	-	-	
Change in Fund Balance	(31)	-	30	-	-		
Opening Balance	(230)	(168)	(261)	(231)	(231)	(231)	
Closing Balance	(261)	(168)	(231)	(231)	(231)	(231)	

Notes:

- (1) See the following schedule of the Service Connection Failure Program premiums and deductibles for 2006 estimated revenue.
 (2) Labour and equipment are the internal charge from the Water and Sewer Fund.

Service Connection Failure Assistance			2006 Budgeted
Budgeted revenue is based on the following:	<u>Rate</u>	<u>Number/ Volume</u>	<u>\$</u>
Premiums per Equivalent Residential Unit	\$3.00	8,670	312,120
Deductible-(Average # of Monthly Charges)	\$500.00	4	24,000
Total Revenue			<u>336,120</u>

SERVICE CONNECTION FAILURE ASSISTANCE FUND

Service Connection Failure Assistance Performance Measures

	Projected 2004	Actual 2004	Projected 2005	Forecasted 2006	Forecasted 2007	Forecasted 2008	Notes
Workload Indicators							
No. of services repaired/replaced under SCFAF:							
Public Works -- in-house	22	50	52	52	52	52	
Contracted Out	6	10	8	8	8	8	
Total	28	60	60	60	60	60	
Effectiveness Measures							
Average cost to repair/replace service with dual circulating water service under SCFAF	\$8,700	\$5,750	\$5,000	\$5,600	\$5,667	\$5,667	(1)

Notes:

(1) The 2004 projected cost is higher since it included the paving cost.



CAPITAL FUND - 2006 Capital Projects

General Government Capital Budget

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
General Government							
Administration							
Sound System- Lower Boardroom	-	-	22	22	-	-	-
Records Storage Room Shelving	-	-	-	-	61	-	-
Digital Mailing System	-	-	-	-	9	-	-
Tourism Marketing Plan	-	-	-	-	40	40	40
	-	-	22	22	110	40	40
Information Technology							
Printer	82	56	-	-	-	-	-
Network Upgrades	25	22	25	25	25	25	25
Voice Mail Upgrade	32	73	-	18	-	-	-
GIS Web Mapping/ Integration	-	25	150	186	150	150	50
GIS Enhancements	-	-	-	-	-	-	50
Server Replacement	30	32	40	65	40	25	25
Smart Communities	200	178	-	-	-	-	-
Application development	-	233	-	6	-	-	-
SCADA System	20	19	-	-	-	-	-
Water Modeling Software	16	9	-	-	-	-	-
MED Patrol laptops	10	11	-	-	-	-	-
Library Computers Upgrades	36	15	20	42	-	-	-
Drafting Plotter	12	10	-	-	-	-	-
IVR Enhancements	-	-	25	-	-	25	-
Mobile Inspections	-	-	25	25	25	-	-
Traffic Light Upgrade	-	-	20	25	-	-	-
POS Upgrades	-	-	25	25	-	-	25
AutoCAD	-	-	11	-	-	-	-
Phone System Replacement	-	-	-	-	-	-	150
WBS Modifications	-	-	-	10	-	-	-
One Scanner	-	-	-	-	20	-	-
Payroll Integration	-	-	-	-	15	-	-
Document Management System (DMS)	-	-	-	-	25	-	-
Automated Ticket Writer	-	-	-	-	30	-	-
Laptops for Council	-	-	-	-	30	-	-
Colour Printer- Garage	-	-	-	-	10	-	-
Library Public Access Expansion	-	-	-	-	-	18	-
Corporate Budgeting Software, CFAB	-	-	-	-	-	45	-
WorkTech Integration	-	-	-	-	15	12	-
Diamond Collections Modules	-	-	-	-	-	-	15
	463	683	341	427	385	300	340

CAPITAL FUND - 2006 Capital Projects

		2006 Budget Recommended (\$000s)	Formula Funding (\$000s)	IT Reserve (\$000s)
General Government	<u>Page No.</u>			
Administration				
Records Storage Room Shelving	185	61	61	-
Digital Mailing System	186	9	9	-
Tourism Marketing & Development	187	40	40	-
Information Technology				
Network Upgrades	188	25	-	25
GIS Integration	189	150	-	150
Server Replacement	191	40	-	40
Mobile Inspections	192	25	-	25
One Scanner	193	20	-	20
Payroll Integration	194	15	-	15
Document Management System (DMS)	195	25	-	25
Automated Ticket Writer	196	30	-	30
Laptops for Council	197	30	-	30
Colour Printer- Garage	198	10	-	10
WorkTech Integration	199	15	-	15
Sub Total		<u>495</u>	<u>110</u>	<u>385</u>



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT ADMINISTRATION

DIVISION CITY CLERK'S OFFICE

PROJECT Records Storage Room Shelving

COST \$61,300

STATUS New

PHASE 1 of 1

DESCRIPTION Installation of a mobile mechanical file shelving system in the Records Storage Room will maximize available floor space and will improve accessibility to centrally archived records.

This project will work towards Council's Goal #5¹.

O&M IMPACT This project will have negligible O&M requirements after installation.

¹ A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION FINANCIAL SERVICES

PROJECT Digital Mailing System

COST \$9,000

STATUS Replacement

PHASE 1 of 1

DESCRIPTION Canada Post's Meter Replacement Program mandates that all meters not matching the new specifications of Canada Post be replaced by December 31, 2006.

This project works towards Council's Goal # 5¹.

O&M IMPACT The associated O&M costs will be a maximum of \$1,100 per year for annual maintenance and rental of the postage meter.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT ECONOMIC DEVELOPMENT

DIVISION ECONOMIC DEVELOPMENT

PROJECT Tourism Marketing and Development

COST \$40,000 (2006, 2007 and 2008)

STATUS New

PHASE 2006 - 1 of 3
2007 - 2 of 3
2008 - 3 of 3

DESCRIPTION The Tourism Marketing and Development Program is designed to respond to opportunities for growth in the tourism marketing and development sectors, and to develop and maintain a supply of print and electronic materials.

Current products include: "Yellowknife, Diamond Capital of North America"TM (a pictorial essay); annual Yellowknife Visitors Guide; city maps; promotional CD-ROM.

Whenever possible, this program utilizes partnerships and shared funding arrangements with NWT Tourism, Northern Frontier Visitors Association, GNWT, and representative private sector groups to advance tourism initiatives.

Specific opportunities for 2006 and beyond include, but are not limited to:

- South-North road and air marketing activities as discussed with Economic Development Edmonton. Completion of Highway #3 and Deh Cho Bridge construction will support this initiative.

- Product support opportunities related to the Tourism Product GAP Analysis recently completed by NWT Tourism and GNWT/ITI.
- Northern Frontier Visitors Association tourism activities, which include: satellite information location at Yellowknife airport; conference and meeting services; display upgrades; and highway travel on Highway #3 and Deh Cho connection.
- Japanese language translation and reprinting of "Yellowknife, Diamond Capital of North America"TM, to support the aurora market.
- Development and distribution of a new Yellowknife-specific CD-ROM, which focuses on regional and gateway positioning.
- External marketing of Yellowknife festivals and events in travel decision-making time slots.
- Diamond tourism profiling enabled by Diamond Projects (GNWT/ITI) core funding of a public relations and media firm.

This project will work towards Council's Goal #6¹.

O&M IMPACT There will be no O&M impact.

¹ A diverse and vibrant economy.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Network Upgrades

COST 2006 \$25,000
2007 \$25,000
2008 \$25,000

STATUS Replacement

PHASE Ongoing

DESCRIPTION The City has invested heavily in its Information Technology infrastructure, and the network that connects the various computers, servers, and printers is a core component of this infrastructure.

Following the initial network design and implementation, there was a period during which few resources were allotted to the upkeep and enhancement of the network. This created an untenable situation in which the network could not accommodate the demands being placed on it.

In 2002 and 2003, significant investments were made to upgrade the network within City Hall to improve performance and reliability. In 2004 the wide area network was upgraded to improve connectivity to locations outside City Hall, and preliminary work was done to provide connectivity to mobile workers. This work continued throughout 2005 and wireless services are now firmly entrenched in the City's connectivity options.

Now that these upgrades are in place, it is crucial that the City protect its investment in its network infrastructure with regular, ongoing improvements. This will ensure the network will continue to meet the increasing requirements of City staff and citizens in a consistent manner.

This project works towards City Council's Goals #4¹ and #5².

O&M IMPACT

This project does not directly impact O&M expenditures. However, if network maintenance and enhancements are discontinued the network will not be able to meet the increasing demands being placed on it. Resulting service delays, interruptions, and outages will negatively impact staff productivity throughout the organization.

¹ A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

² A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT GIS Integration

COST

2006	\$150,000
2007	\$150,000
2008	\$50,000

STATUS Replacement

PHASE

2006	2 of 4
2007	3 of 4
2008	4 of 4

DESCRIPTION The GIS project is now halfway through Phase 1. Development work commenced in May 2005, and to date has been centered on data cleaning and planning. A project charter outlining the City's objectives for the next three years was written, and work commenced on building the underlying hardware and software structure to house the system.

Public Works started to inventory and scan the as-built plans filed at City Hall and these will be gradually added into the system. The database backend was installed and a demonstration website was launched. The official launch for the website for internal city use is scheduled for November 2005.

In 2006, Phase 2 will focus on linking other City systems into the GIS system, so that reporting can be utilized. The systems to be linked include the Financial System (Parking Tickets, Taxes, Utilities, Permits, Business Licenses, and Assessments), the Class Registration System, the Lands Lease database, and the Occurrence Reporting database.

External stakeholders, including Northland Utilities, NorthwesTel, the RCMP and MACA have been approached, and data sharing agreements are being entered into. These will provide valuable data input that will enable better planning and support cost effective decision making, particularly for initiatives such as 9-1-1. For example, information from Northland Utilities and NorthwesTel will show locations of buried power and phone lines, and the RCMP will be able to identify problem areas in the City and deploy officers to those areas.

City staff will benefit from the GIS because it creates integrated access to information. For example, all information about a customer, including taxes, utilities, parking tickets, assessment information, and documentation contained within City systems, can be accessed from one central point. The graphical presentation and cross-system linking will also streamline access. For example, the City Clerk will be able to easily identify residents affected by development permits and mail them appropriate notices, and Public Works will be able to quickly identify properties affected by planned road works, and advise the owners and tenants.

These are a few of the immediate benefits; more will be realized once the Phase 2 integration work is underway.

Beginning in 2007, Phase 3 will focus on maintaining data, fine tuning delivery, and continuing growth through further integration with other subsystems such as WorkTech and the Fire Department file management system. Additional areas for potential expansion include the provision of assistance and mapping to Dettah, and leveraging the GIS to enhance hosting services for the 2008 Arctic Winter games. The possibility of fitting MED and Fire vehicles with location devices to enable real time tracking for officer safety, and using the same type of devices on City buses to allow residents to view the status of bus schedules in real time are also under consideration.

CAPITAL FUND - 2006 Capital Projects

The work in 2005 was setting the groundwork, while the work for 2006, 2007, and 2008 will concentrate on building upon that foundation to meet City Council's Goals #1¹, #3², #4³, and #5⁴.

O&M IMPACT This project will not directly impact O&M expenditures, but it will provide employees with improved tools to access information and conduct their tasks more efficiently.

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.

² A well-planned City that promotes responsible and quality urban development.

³ A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

⁴ A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Server Replacement

COST 2006 \$40,000
 2007 \$25,000
 2008 \$25,000

STATUS Replacement

PHASE Ongoing

DESCRIPTION The Information Technology Division maintains numerous servers to support a wide range of services to citizens and staff. These computers are essential to the operations of the City and it is crucial that the City's investment in this equipment be adequately protected.

In recent years, significant progress has been made in standardizing the server platform and reducing the diversity and complexity involved in supporting and maintaining the servers. This has enabled the Information Technology Division to establish a solid server fleet that can be supported and maintained in an efficient manner.

It has also been recognized that this equipment has a limited lifespan that necessitates regular replacement cycles. Thus the Information Technology Division has also developed an effective strategy for replacing and redeploying servers to obtain maximum benefit to the City.

It is essential that these standards and the replacement strategy be maintained to ensure the performance and reliability demands of staff and citizens can continue to

be met. This requires sustained investment in the server fleet, with the goal of regular, predictable expenditures.

In 2006, the Information Technology Division faces the replacement of a higher than average number of servers which were acquired in 2003 when the City undertook both the financial software replacement program and the Smart Communities initiative. To support this extraordinary project, more than the normal number of servers was acquired. These are now all subject to replacement, but the Information Technology Division has examined redistribution possibilities and developed a one-time redeployment scenario to extend the usefulness of some of these units to even out expenditures.

This project works towards the fulfillment of City Council's Goals #4¹ and #5².

O&M IMPACT

It can be assumed that as each new generation of server is acquired it will incorporate new technology. It is imperative that Information Technology staff be properly trained on these new platforms so that they can provide effective and efficient support.

¹ A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

² A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Mobile Inspections

COST \$25,000

STATUS New

PHASE 2 of 2

DESCRIPTION A mobile inspections system will provide Inspectors with access to Inspection, Permit, contact, and property information using laptops, tablets, or hand held devices from the field. This technology will save travel time, reduce duplication, streamline workflow, and improve service levels. This project works towards City Council's Goal #5¹.

O&M IMPACT Possible annual software maintenance costs to cover software upgrades and technical support.

¹ A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Scanner (Planning & Development)

COST \$20,000

STATUS New

PHASE 1 of 1

DESCRIPTION The implementation of a document management system provides the on-site storage of files and, to accommodate the project, a large scale scanner is required to scan large scale drawings and maps.

The scanner will be used mainly by the Building Inspections and Planning and Lands Division.

This project works towards Council's Goal #5¹.

O&M IMPACT None

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Payroll Integration

COST \$15,000

STATUS New

PHASE 1 of 1

DESCRIPTION Ceridian Canada provides payroll services to the City. The City receives reports from Ceridian detailing the amount paid to each employee as well as the amount to be charged out to each department. Currently this information is entered manually into the finance system. Data entry increases the risk of human error and reduces efficiencies.

Integrating the payroll data received from Ceridian with the City's finance system will allow the data to be imported directly from Ceridian into the finance system and therefore reduce the need for data entry. This project works towards City Council's Goal #1¹.

O&M IMPACT There will be an increase in the O&M budget in 2006 and onward. The increase in cost will be a maximum of \$3,000 per year. This will provide for updates to the finance system and maintain Ceridian's electronic file.

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.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Document Management System (DMS)

COST \$25,000

STATUS New

PHASE 1 of 1

DESCRIPTION The Planning and Development Division currently maintains two separate property file systems. Each division processes permits and files the permits and plans according to the legal description of the property. This procedure results in large amounts of paper that occupy valuable work space. This space can be opened up by scanning the files into a DMS, organizing in a single on-site location all the information about building and development for each property.

The DMS can be incorporated into the GIS system where access to the information can be mapped out and accessible to all employees and residents.

This system will reduce the duplication of files and reduce the amount of filing space needed in City Hall. Any employee will be able to access the information from his/her own workstation.

This project addresses City Council's Goals #4¹ and #5².

O&M IMPACT Annual software maintenance costs to cover software upgrades and technical support.

¹A financially healthy corporation that prudently manages its resources and maximizes value in both program and service delivery.

²A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Automated Ticket Writer

COST \$30,000

STATUS New

PHASE 1 of 1

DESCRIPTION The Municipal Enforcement Division currently utilizes a two-part parking ticket. These tickets are printed by a local printer at a cost of approximately \$7.44 per 25 tickets. There are approximately 11,000 tickets issued each year at a cost of approximately \$3,500. The officers issuing the tickets hand write the offender's information on the tickets which are then turned in to the Municipal Enforcement Clerks who then have to manually enter the information from the ticket into the City's Financial Information System. This process is labour intensive and takes up a significant amount of a Municipal Enforcement Clerk's work day. The Automated Ticket Writer would eliminate the need to print tickets as the unit prints the tickets as they are issued. The unit would also be capable of downloading the information directly to the City's Financial Information System, greatly reducing the time the Municipal Enforcement Clerk spends doing data entry.

This project works towards City Council's Goal #5¹.

O&M IMPACT Annual software maintenance costs will increase by \$1,000.

¹ A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT ADMINISTRATION

DIVISION CITY CLERK'S OFFICE

PROJECT Laptops for Members of Council

COST \$30,000

STATUS New

PHASE 1 of 1

DESCRIPTION The 2005 Council Remuneration Review Committee has recommended that the Mayor and each Member of Council be provided with a laptop computer to aid in fulfilling their duties as a Member of Council.

This project will work towards Council's Goal #5¹.

O&M IMPACT This project will have negligible O&M requirements after acquisition.

¹ A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION Information Technology

PROJECT Colour Printer and Laminator

COST \$10,000

STATUS Replacement / New

PHASE 1 of 1

DESCRIPTION Public Works and Engineering is requesting a colour printer and laminator to improve City operations.

Color Printer:

The number of tasks and projects generated by the staff at Public Works garage has escalated in the past few years and we anticipate more volume as we become more involved in manual publications, posters, updating of existing procedures and cartography applications (maps are easier to follow in colour), etc. Of primary importance is the printing of coloured drawings indicating water and sewer infrastructure to be used by staff in doing various tasks such as water shut offs.

Laminator:

The laminator used at the garage is capable of feeding laminations up to 11" x 14" (legal size). The type and size of documents Public Works wishes to laminate (e.g. drawings, maps, posters, etc.) would require a laminator capable of accepting materials 11" x 17" and larger. Our preference for a replacement laminator would be for an energy-saving, self-feeding, non-electric hand-cranked machine with rollers. The initial expense of purchasing such a machine would be recovered in energy costs, and savings in costs billed for having this work done by local printers. The laminator is used to protect drawings that are used by field staff.

This project works towards City Council's Goals #2¹ and #5².

- O&M IMPACT**
- 1). Reduction in O&M because we will not have to purchase short-term use specialty signs.
 - 2). Greater public safety because we will be able to print and display weather resilient warning signs quicker than with other methods.
 - 3). Interior warning signs for new procedures for safe work places will have little cost compared to manufactured signs when notices are required by Workers Compensation Board.

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT CORPORATE SERVICES

O&M IMPACT The integration will reduce cost by increasing the effectiveness of City operations.

DIVISION INFORMATION TECHNOLOGY

PROJECT WorkTech Integration

COST 2006 \$15,000 (Phase 1)
2007 \$12,000 (Phase 2)

STATUS New

DESCRIPTION The implementation of WorkTech, a time and material management software, has greatly improved the Public Works Division's ability to record the work performed. It helps managers track work performed by crews and provided proof of due diligence which protects the City against liability claims.

The WorkTech system requires enhancements in terms of customizing activities as well as integration with the City's financial system. Currently WorkTech and the City's financial software system work independently of each other. Integration will provide better information as well as reduce time spent on data input.

The City is improving the Geographic Information System (GIS) which will improve operations. Integration of the GIS with WorkTech will be able to provide reports that visually illustrate work being completed. For example, the snow removed from city streets could be monitored in terms of productivity and costs.

The project works towards City Council's Goals #2¹ and #5².

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Notes
Community Services								
Directorate								
Recreation Facility Needs Assessment	-	-	-	-	50	-	-	
Giant Mine Marina	-	-	-	27	-	-	-	
Arenas								
YKCA Upgrade Study	5	-	-	-	-	-	-	
YKCA Ventilation Upgrade	-	-	39	39	-	-	-	
YKCA Radiant Foil Ceiling	-	-	58	32	-	-	-	
New Twin Pad Arena	-	2,856	-	353	-	-	-	
Rental Equipment	-	-	34	33	-	-	-	
Curling Club - Dehumidifiers	-	-	-	-	50	-	-	
Yellowknife Community Arena Upgrades	-	-	-	-	20	-	140	
Multiplex Completion	-	-	-	-	70	20	-	
Fieldhouse Site Plan & Preliminary Design	-	-	-	-	100	-	-	
	5	2,856	131	484	290	20	140	
Library								
Special Collection	-	-	12	12	12	12	-	
Expansion/renovations	106	176	-	22	-	471	-	(1)
	106	176	12	34	12	483	-	
Parks/Trails								
Skate Board Park Fence	25	27	-	-	-	-	-	
Removal of Gerry Murphy Arena	-	281	-	79	-	-	-	
Park Development - Magrum Cr.	-	24	-	-	-	-	-	
Niven Lake Trail Upgrade	-	1	-	-	-	47	48	
Special Use Area Upgrades	45	12	-	30	-	-	-	(2)
Ball Diamonds	32	26	-	-	-	-	-	
Maintenance Equipment Replacement	12	12	-	-	-	-	-	
TransCanada Trail Pavilion	-	-	30	30	-	-	-	
Cemetery Upgrade	-	-	69	69	-	-	-	
Park Upgrade- Medians/ Boulevards	-	-	-	-	-	90	45	
Trail Upgrades	-	-	10	10	-	-	-	
Upgrade On Park Equipment-Overseeder	-	-	6	8	-	-	-	
Sir John Multiuse Field	-	-	45	24	-	-	-	
Black Dirt Recovery	-	-	50	50	-	-	-	
Frame Lake Trail Upgrades	-	-	-	-	56	-	-	
Wildcat Café Repair - Furniture Upgrade	-	-	-	-	10	-	-	
Basketball Court Paving Upgrades	-	-	-	-	40	-	-	
Cemetery Upgrade - Lakeview Storage	-	-	-	-	80	-	-	
Niven Lake Trail Access- Upgrade	-	-	-	-	30	-	-	
Somba K'e Tennis Court Paving Repair	-	-	-	-	29	-	-	
Parks Equipment - Dethatcher	-	-	-	-	8	-	-	
Playground Equipment Replacement	10	84	100	90	100	80	60	
Integrated Parks, Trails & Open Space Development Study Implementation	-	-	-	57	67	-	-	
Civic Plaza/Somba K'e Park/ Library Site Design & Development	-	-	-	-	500	1,000	-	
Twin Pine Hill Trail Planning & Development	-	-	125	-	-	-	-	(3)
	124	467	435	447	920	1,217	153	



CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Notes
Pool								
Exit Vestibule	-	15	-	-	-	-	-	
Replacement of Starting Blocks	30	16	-	-	-	-	-	
Waterslide Study	-	-	-	-	-	30	-	
Skylight Replacements	-	106	60	60	-	-	-	(4)
Ventilation Replacement	-	-	-	-	-	-	-	
Pool Upgrades	-	-	-	-	75	-	60	
	<u>30</u>	<u>138</u>	<u>60</u>	<u>60</u>	<u>75</u>	<u>30</u>	<u>60</u>	
Waterfront Development								
Boat Launch - Giant Mine	150	129	-	-	-	-	-	
Waterfront Mgmt. Plan	100	30	51	156	9	130	288	(5)
City Hall								
Step Upgrades	-	-	12	12	-	-	-	
Upgrades	-	-	-	-	109	29	45	
	<u>250</u>	<u>159</u>	<u>63</u>	<u>168</u>	<u>118</u>	<u>159</u>	<u>333</u>	
Total	<u>515</u>	<u>3,796</u>	<u>701</u>	<u>1,193</u>	<u>1,415</u>	<u>1,909</u>	<u>686</u>	

Notes:

- (1) Total library renovation expenditure from 2003 to 2005 is \$206,000 and is within total budget of \$206,000.
- (2) Carryover from 2004
- (3) The 2005 budget of \$125,000 has been transferred to Twin Pine Hill Trail Reserve.
- (4) 2004 Actual was carried over from 2003 with the budget amount of \$125,000.
- (5) Excess in 2005 forecast is due to carryover from 2002 to 2004 Budget

CAPITAL FUND - 2006 Capital Projects

		2006 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)	MACA Capital Grant (\$000s)
Community Services	<u>Page No.</u>				
Recreation Facility Needs Assessment	203	50	-	-	50
Arenas					
Curling Club - Dehumidifiers	204	50	-	-	50
Yellowknife Community Arena Upgrades	205	20	19	1	-
Multiplex Completion	207	70	-	70	-
Fieldhouse Site Plan & Preliminary Design	209	100	-	-	100
Library					
Special Collection	210	12	12	-	-
Parks/Trails					
Frame Lake Trail Upgrades	211	56	46	10	-
Wildcat Café Repair - Furniture Upgrade	212	10	10	-	-
Basketball Court Paving Upgrades	213	40	-	-	40
Cemetery Upgrade - Lakeview Storage	214	80	-	-	80
Niven Lake Trail Access - Upgrade	215	30	30	-	-
Somba K'e Tennis Court Paving Repair	216	29	29	-	-
Parks Equipment - Dethatcher	217	8	8	-	-
Playground Equipment Replacement - Latham Island Park	218	100	-	-	100
Integrated Parks, Trails & Open Space Development Study Implementation	219	67	67	-	-
Civic Plaza/Somba K'e Park/Library Site Design & Development	220	500	-	-	500
Twin Pine Hill Planning & Development	221	125	-	-	125
Pool					
Upgrades	222	75	75	-	-
Waterfront Development					
Waterfront Plan Implementation	225	9	1	-	8
City Hall					
Upgrades	227	109	81	28	-
Subtotal		<u>1,540</u>	<u>378</u>	<u>109</u>	<u>1,053</u>



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES
DIVISION DIRECTORATE
PROJECT Recreation Facilities Needs Assessment
COST \$50,000
STATUS New
PHASE 1 of 1

DESCRIPTION The development of a Recreation Facilities Needs Assessment will assist Council in decision making regarding the development of recreation facilities over the next several years within the City of Yellowknife. The latest assessment was adopted by Council in 1999 and resulted in the development of the Multiplex, the Side Door Youth Centre, and the commitment for a Skate Park Development.

It is anticipated that such a project will address many needs of the community including park and trail development; ball diamonds and sports fields; library development; art centre and field house development. The intent of the assessment will be to gauge the public need for these and other facilities.

This project works towards City Council's Goal #3¹.

O&M IMPACT Although the development of a Recreation Facilities Needs Assessment will not have an immediate impact on the O&M budget, the results will impact future budgets.

¹ A well-planned City that promotes responsible and quality urban development.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Curling Club - Dehumidifiers

COST \$50,000

STATUS New

PHASE 1 of 1

DESCRIPTION The Yellowknife Curling Club was built in 1989 and has served the community well since this time. This City of Yellowknife asset is operated by the Curling Association under a 20-year lease, which expires in 2008, with the City being responsible for all structural improvements in the facility.

As the facility has a sand base, at the end of the season, the ice plant is turned off and the water leaches into the sandy floor and is pumped out of the facility through a sump. As the water is still in and around the grounds, this poses serious humidity problems in autumn due to condensation build up inside the facility. There is a smell of damp mildew within the facility and water is condensing on the doors and ceilings during start up. In springtime, the solar radiation on the roof warms up the interior of the facility, causing the condensed water that has since frozen to thaw and drip down into the playing surfaces of the Curling Club making the surfaces unusable.

The solution to this problem is the use of dehumidifiers. Other City facilities use these products to take the moisture out of the air. They are almost essential in ice installation as when the ice plant is turned on, the mixing of cold and warm air forms mist, that ends up condensing on the building frame, deteriorating the building envelope at an accelerated pace.

This project works towards City Council's Goal #4¹.

O&M IMPACT If left unchecked, this will continue to degrade the building and cause additional future costs to the City.

¹A financially healthy corporation that prudently manages its resources, and maximizes value in both programs and service delivery.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES
DIVISION FACILITIES
PROJECT Yellowknife Community Arena Upgrades
COST 2006 \$20,000
 2008 \$140,000
STATUS 2006 Upgrade
 2008 Replacement
PHASE Ongoing

DESCRIPTION The Yellowknife Community Arena (YKCA) was built in 1982 and has served the needs of the community well in those years. Ten different user groups, made up of over 1,000 members, have been using this facility for 140 hours per week, 30 weeks per year, for the last 20 winters including two Arctic Winter Games. The facility has also hosted countless concerts, bingos, tradeshows, dry grads, and other special events through the summer months. The City of Yellowknife is also hosting the 2008 Arctic Winter Games, which strengthens the need to upgrade before rather than after the event.

2006 - Lighting

A study done in April 2000 revealed a deficiency in the lighting levels of the spectator area of the YKCA. Specifically, the lighting levels at the top of the bleachers were 3 times below the acceptable recommended lighting levels for such an area. The recommended fix is to insert some more lighting fixtures in these areas to brighten the area.

As the facility is so old, the existing lights above the bleachers are T-12 florescent lamps. It is proposed that these fixtures also be converted to new energy efficient

fixtures and the city takes advantage of some of the grants available for such a retrofit. T-8 fluorescent lights offer a 15% savings over T-12.

BUDGET

LIGHTING	\$20,000
<u>Less Grant</u>	<u>\$1,000</u>
Total	\$19,000

This project works towards City Council's Goal/Action #4.6¹

2008 - Board Replacement

The boards in the YKCA are constructed of solid steel and wood, bolted into the cooling floor of the arena. These old style boards have no give, and they are suffering the effects of wear and tear from their age. Ground shifting in the facility has also affected all player gates to the ice surface. The board supplies for the YKCA are now completely different from the Multiplex, forcing the division to keep two different inventories of equipment for service. The boards are past their life span and should be replaced.

This project will have the added effect of keeping interest in the YKCA from waning and it becoming a secondary complex. There is a greater advantage to the City in having properly maintained ice facilities. A Sports Grant is available to cover a portion of this project.

BUDGET

Board Replacement	\$140,000
<u>Less Grant</u>	<u>\$60,000</u>
TOTAL	\$80,000

This project works towards City Council's Goal # 2²

O&M IMPACT The lighting upgrade should reduce energy used in the facility by \$1000/year. The replacement board will allow the arena staff to keep the facility at the correct standard of cleanliness and repair, and will prevent having to allocate an extra staff member in the summer to focus on board and gate maintenance.

¹Take advantage of opportunities for accessing additional funding programs.

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



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT **COMMUNITY SERVICES**

DIVISION **FACILITIES**

PROJECT **Multiplex Completion**

COST **2006** **\$70,000**
 2007 **\$20,000**

STATUS **Upgrade**

PHASE **1 of 2**
 2 of 2

DESCRIPTION The Multiplex was opened in 2002 and boasts two ice surfaces, a gymnasium, classroom, Gymnastics Club and a concession. This facility has become a hub of activity for both summer and winter events. Thousands of people visit the facility each year, through ice sports, indoor sports, concerts, trade shows, conferences, and many other events. It is open 20 hours per day for 36 weeks per year, and 16 hours per day for the other 16 weeks of the year. The City of Yellowknife is hosting the 2008 Arctic Winter Games, and any changes to the facility should be done before this event.

2006 - FLOORING (cost: \$70,000)

The skate tile in the Olympic side of the Multiplex is a lay down system of mats that jigsaw together to form a covering. As each piece is not attached to the next, spaces are evident in the matting, with cracks running directly to the cement floor below. This poses a huge inconvenience to users as they are constantly stepping in between these cracks while wearing their skates and damaging their personal property. Water and debris also collect between these cracks, forming areas that are difficult to clean without removing the entire matting system (which takes approx 2 days). As the water collects under the mat, the

matting is at risk of developing mould. During the winter, the mats expand due to the in floor heating lines, but in the summer, the mats contract, creating huge spaces and furthering the ability for water and debris to infiltrate the spaces.

It is proposed that a seamless floor, similar to the skate tile on the Shorty Brown Arena side, be installed on the Olympic Arena side of the Multiplex. This would make the facility safer to patrons, alleviate fears of growing mould, and make the facility appear consistent. The city is eligible for a grant to offset the costs of this project, and the old material will be re-used within Community Services.

COST	
New Flooring	\$70,000
<u>Less Grant</u>	<u>\$70,000</u>
TOTAL	\$0

This project works toward City Council's Goal #5¹.

2007 – FURNITURE (cost: \$20,000)

It is proposed that counter tables similar to those in front of the concession, overlooking the Shorty Brown Arena be installed the length of the arena wall. These would be located under the glass facing the Shorty Brown Ice. With this installation, several stools will also be purchased to allow more seating for the facility. This will finish off the area, and complete the facility.

This will work towards City Council's Goals/Actions #3.6² and 4.3³.

O&M IMPACT The new flooring will have no impact on O&M but will allow us to come closer to the standards of care necessary for the Multiplex. The installation of the furniture will mean a marginal increase in staff time to keep the furniture clean.

¹ A professional well-equipped and innovative work force that takes pride in public service and delivers a high quality and efficient municipal programs and services.

²Develop options for long-term use of large public spaces.

³Finish the second ice surface at the Multiplex.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Field House Project Pre-design Plan

COST \$100,000

STATUS New

PHASE 1 of 1

DESCRIPTION The development of a pre-design plan will assist Council in the decision making process for the Field House Project.

Funding will be allocated to a public consultation process to determine the needs of the community; a conceptual plan with the pertinent information and recommendations as determined through the consultation; any required geotechnical evaluation that may be required; a budget based on current and up-to-date market analysis; and a business plan for the operation of the facility.

This project works towards City Council's Goal #1¹.

O&M IMPACT The development of a pre-design plan for the eventual development of a Field House will not have an immediate impact on the O&M budget, however the results of the pre-design that leads to the Field House construction will impact O&M.

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.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION LIBRARY

PROJECT Special Collection

COST 2006: \$12,000
2007: \$12,000

STATUS Ongoing

PHASE 2006 2 of 3
2007 3 of 3

DESCRIPTION Yellowknife Public Library has as one of its goals the provision of materials that are current and of a breadth to support the life long learning and recreational reading goals of the community.

Approximately three years ago, an informal survey of Yellowknife Public Library patrons revealed a preference for films in DVD format. This reflects a trend towards DVD format apparent in the local video stores. Faced with the approaching obsolescence of the VHS format, it is incumbent upon Yellowknife Public Library to collect other formats. The capital funds requested will be used to acquire and to develop a non-blockbuster collection that will include instructional and documentary DVDs as well as less commercial feature film fare.

This special collection project has been planned in three phases, beginning in 2005 and ending in 2007. At project end, the funds requested will allow for the acquisition of a robust collection of approximately 1,300 DVDs.

This project supports City Council's Goal #1¹.

O&M IMPACT O&M impact will be limited to increased recoveries as a result of revenue from fines for late returns of this new format.

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



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT **COMMUNITY SERVICES**

DIVISION **FACILITIES**

PROJECT **Frame Lake Trail Upgrades**

COST **\$56,000**

STATUS **Replacement**

PHASE **Signs** **2 of 2**
Pavement **1 of 1**

DESCRIPTION The Frame Lake Trail, which was completed in 1990, is the only Yellowknife trail that has a paved portion. It is in use by hundreds of residents daily, and the section between the Stanton Territorial Hospital and the Legislative Assembly is open 365 days a year. The Frame Lake Trail is a major artery of the City connecting the residential areas of Range Lake and Northlands to the downtown through a scenic nature walk.

SIGNS (cost: \$10,000)

The original interpretive signs that were erected along the trail have become faded and hard to read. Others have suffered the effects of weathering while still more have suffered vandalism. There are 24 interpretive signs in total that need replacing along the trail system. It is proposed that 12 be replaced in 2005, with the other 12 being replaced in 2006.

It is believed that upgrading these signs will beautify one of the City's greatest assets. The City may be eligible for a grant to offset the costs of this project.

BUDGET

Trail Signs	\$10,000
<u>Less Grant</u>	<u>\$10,000</u>
TOTAL	\$0

PAVEMENT (cost: \$46,000)

It is proposed that the unpaved stretch of the Frame Lake Trail from Matonabee Street to the entrance on Gitzel Street be paved. This will give a continuous paved section from the Legislative Assembly to the Stanton Regional Hospital. This will increase the service of this trail to users such as rollerbladers, wheelchairs and skateboarders, and will allow the maintenance crew to use the same practices to maintain the trail the whole length.

These projects work towards City Council's Goal/Action #3.9¹.

O&M IMPACT There is no impact.

¹Complete a community services master plan that addresses Green Spaces, balanced neighborhoods, and interconnected trail systems.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Wildcat Café Repair – Furniture Upgrade

COST \$10,000

STATUS Upgrade

PHASE 1 of 1

DESCRIPTION The Wildcat Café is one of the few, very early buildings of Yellowknife, that is in good condition and still in use today. Widely recognized as a major drawing card for the Yellowknife's Old Town, since it reopened in 1979, the Café has continued to delight both tourists and locals every summer. It has been the subject of paintings, drawings, and photographs and its image is used to promote the City of Yellowknife. Its importance as one of Yellowknife's best examples of living heritage was officially recognized in 1992 when the City Council designated it a Heritage Site.

The tables at the Wildcat Café are falling into disrepair and need to be repaired or replaced. As the heritage value of the facility is increased with old appearing furniture, it is proposed that these tables be refinished if possible, and if not, rebuilt by a carpenter.

This will work towards City Council's Goal/Action #2.9¹.

O&M IMPACT There is no impact.

¹Enter into long-term partnerships for the management, promotion, and preservation of heritage sites in addition to designating additional resources for these tasks.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Basketball Court Paving Upgrades

COST \$40,000

STATUS Upgrade

PHASE 1 of 1

DESCRIPTION The City has developed and maintained several basketball courts across the city including those adjacent to St. Joseph School, Forrest Drive Park, School Draw Park, Bigelow Crescent, and Latham Island Park.

These courts were constructed several years ago, and the permafrost has heaved several of them to unplayable conditions, posing serious safety concerns for the residents who use them.

It is proposed that the basketball court adjacent to St Joseph School, the Forrest Drive basketball court and the School Draw basketball court be repaved. These three City-owned courts see the most use and therefore should have the highest priority to be kept in good working order.

This will work towards meeting City Council's Goal/Action #3.11¹.

O&M IMPACT No significant O&M impact will be felt in the completion of these jobs but patron safety will be improved.

¹ Continue to beautify the community wherever possible.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Cemetery Upgrade – Lakeview Storage

COST \$80,000

STATUS Upgrade

PHASE 1 of 1

DESCRIPTION The Lakeview Storage facility has fallen into disrepair over the years and will become a safety concern and unusable if left in the same state. It has had no budget allocated to it and the facility is at the end of its life span. It is used as cold storage for a variety of parks equipment including mowers, tents, signs and cemetery supplies. This storage is still required.

It is proposed that the old Lake View Cemetery Storage Facility be removed, and a new structure be purchased to replace it. The facility will have power, lights and will be used to store a variety of parks related items.

This will work towards meeting City Council's Goal/Action #3.11¹.

O&M IMPACT There will be no significant O&M impact.

¹Continue to beautify the community wherever possible.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Niven Lake Trail Access - Upgrade

COST \$30,000

STATUS New

PHASE 1 of 1

DESCRIPTION With the formalization of the Niven Lake Subdivision, it is becoming increasingly clear that the Niven Lake Trail will see increased use. Currently there are three access points onto the Niven Lake Trail, with only one of those being on Niven Drive.

It is proposed that a second entrance to the Niven Lake Trail from Niven Drive be established at the City of Yellowknife easement Lot 36 Block 304. This trail will be 120M in length.

This works towards Council's Goal/Action #3.9¹.

O&M IMPACT The associated cost for maintenance is \$340 / year all in staff time.

¹Complete a community services master plan that addresses Green Spaces, balanced neighborhoods and interconnected trail systems.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Somba K'e Tennis Court Paving Repair

COST \$29,000

STATUS Upgrade

PHASE 1 of 1

DESCRIPTION The Somba K'e Tennis Courts are located in a secluded area in the rear of the Somba K'e Park area. It contains three courts and is booked throughout the summer months by the Tennis Club and local drop-in users. Over the last few years, the protective rubber surface on these courts has started to peel away through a combination of old age, vandalism, and improper use of the facility. Currently the facility is almost unusable, as it is impossible to tell in which direction a ball will bounce when it strikes the surface.

It is proposed that the Somba K'e Tennis Court surface be reapplied to make the facility usable again. These courts represent more than 1/3 of our tennis facilities in the City.

This will work towards City Council's Goal/Action #3.11¹.

O&M IMPACT No significant O&M impact will be felt in the completion of these jobs, but patron safety will be increased.

¹ Continue to beautify the community wherever possible.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Parks Equipment - Dethatcher

COST \$8,000

STATUS New

PHASE 1 of 1

DESCRIPTION The City has invested a great deal of money in beautifying various locations in Yellowknife. These areas provide the citizens of Yellowknife with relaxing recreation areas and sports areas. Most high profile parks have grass that is kept to the highest standards. As the city expands in size, it becomes increasingly difficult to maintain these areas at the same high standards, and therefore problem areas appear. The City currently maintains over 100,000 Sq.M. of Class A green spaces.

There are two ways of promoting grass growth, 1) to allow seed to germinate, or 2) to allow thatch to form. Thatch forms through repeated mowing, thickening up the root system of the grass, and providing a healthy product. With over cutting, the thatch can get so thick as to prevent water infiltration into the soil below. This kills the roots of the grass, and allows the grass to free float until it gets patchy and dies. This problem was encountered this year on the City Hall lawn.

To alleviate this problem, it is proposed that a dethatcher be purchased. This machinery cuts the grass vertically instead of the usual horizontal cut. This helps thin out the grass to allow proper penetrations of water into the soil.

It is anticipated that the dethatcher can increase the effectiveness of staff, as well as raising the quality of grass

throughout the City, so that the division can meet the minimum standards of turf maintenance.

The project works towards meeting City Council's Goal/Action #3.11¹

O&M IMPACT No significant impact, but will allow the division to come closer to the standards of care necessary for the areas of grass in the City.

¹ Continue to beautify the community wherever possible.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	COMMUNITY SERVICES		
DIVISION	FACILITIES		
PROJECT	Playground Equipment Replacement		
COST	2006	\$100,000	(Latham Island Park)
	2007	\$80,000	(School Draw Park)
	2008	\$60,000	(Parker Park)
STATUS	Replacement		
PHASE	2006	4 of 15	
	2007	5 of 15	
	2008	6 of 15	
DESCRIPTION	<p>The City currently has 15 separate playgrounds, built from 30 years ago to present. Of these 15 playgrounds, only four were erected in the last ten years. The other playgrounds are either all steel construction (pre-1988) or pressure-treated wood construction (post-1988).</p> <p>There have been multiple code changes and advances in play equipment over the last ten years, and the new equipment is mostly hard plastic that stands up well to our northern climate. It is now recommended by suppliers that all new parks be erected utilizing plastic/powder coated aluminum technologies.</p> <p>The new playground equipment will stimulate young children and encourage mental and physical growth. This is an investment in the future of Yellowknife and works towards fulfilling City Council's Goal/Actions #2¹.</p>		
	<u>2006</u>		
	<p>Of the parks that need upgrading, the most in need is Latham Island Park. The equipment here is a combination of steel structures and wooden structures that have deteriorated over the years. The equipment is well used by many citizens of the area, who made a presentation to</p>		

the mayor and administration in 2005 on the need to replace this playground.

2007

Of the parks that require upgrading, the next playground is that at School Draw Park. The equipment is a combination of steel structures and wooden structures and has deteriorated over the years. The equipment is well used by many citizens of the area. A sports grant is available to offset the cost of this project.

2008

Of the parks that require upgrading, the next playground is that at Parker Park at the Tot area. The equipment here is a combination of steel structures and wooden structures and has deteriorated over the years. The equipment is well used by many citizens of the area. A sports grant is available that will cover \$20,000 of this project.

BUDGET

2006 Latham Island	\$100,000
2007 School Draw Avenue	\$80,000
<u>Less grant</u>	<u>\$80,000</u>
2007 TOTAL	\$0
2008 Parker Tot Area	\$60,000
<u>Less grant</u>	<u>\$20,000</u>
2008 TOTAL	\$40,000

O&M IMPACT There will be no impact.

¹ A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preservation of its rich heritage.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES
DIVISION FACILITIES
PROJECT Integrated Parks, Trails and Open Space Development Study Implementation
COST \$67,000
STATUS New
PHASE 1 of 1

DESCRIPTION The City of Yellowknife, through the General Plan process, has committed to consider, as part of the residential design, the inclusion of natural area corridors, playgrounds and protections of significant vegetation and landscapes as important component of the overall design. The City has committed to a balance between open space preservation and development.

The implementation strategy of the Integrated Parks, Trails, and Open Space Development Study is a phased in approach to occur between 2006 and 2015. The 2006 projects include:

- Safe crossings to connect Frame Lake and Niven Lake trails; Frame Lake trail to Fred Henne Park; Ski Club trails to Airport loop; and, intersection of Kam Lake, Taylor Road, Old Airport Road and Franklin Avenue - \$33,000
- Steel wildlife proof litter containers will be placed at areas within the City that are typically high traffic areas for wildlife such as Tin Can Hill, Frame Lake Trail, Niven Lake Trail, Range Lake Trail – \$24,000.

This project works towards meeting City Council's Goal #1¹.

O&M IMPACT The cost to maintain the additional litter containers is approximately \$400/container. The addition of safe crossing controls is approximately \$500/year.

¹ 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.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	COMMUNITY SERVICES
DIVISION	FACILITIES
PROJECT	Civic Plaza/Somba K'e Park/Library Site design and development
COST	2006 - \$500,000 2007 - \$1,000,000
STATUS	New
PHASE	2006 - 1 of 2 2007 - 2 of 2
DESCRIPTION	<p>Following the removal of the Gerry Murphy Arena, Council requested that a master plan for the site be developed that include aspects identified in the City Hall/Somba K'e Option Brief presented early in 2005.</p> <p>The planning process commenced in 2005 and will be completed in 2006. This will be followed by the development of a park and support structures as determined in the Master Plan process and approved by Council.</p> <p>The final plan may include significant green space development including a Civic Plaza consisting of amphitheatre, bandstand, fountain, playground upgrades, support buildings, grass, trees, and/or shrubs. In addition, parking will be developed to support City Hall and the Civic Plaza area. This area will be developed and maintained as a Class 'A' park. Depending on the outcome of public consultation and Council direction, the total cost of this project would be around \$1,500,000.</p> <p>This project works towards City Council's Goal #3¹.</p>

O&M IMPACT Although the final park design is not complete, it is anticipated that it will include significant green space that will be maintained to a Class 'A' standard. The cost per sq. m. to maintain Class 'A' green space is \$3.00. This cost will impact the 2007 operational budget. There may also be considerable O&M impact for developing support buildings.

¹ A well-planned City that promotes responsible and quality urban development.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	COMMUNITY SERVICES	O&M IMPACT	The development of trails and parks on Twin Pine Hill will result in the allocation of staff and materials. Construction of these trails commencing in 2006 will impact the 2007 O&M budget.
DIVISION	FACILITIES		
PROJECT	Twin Pine Hill Planning and Development		
COST	\$125,000		Increases are generally of the following magnitude:
STATUS	New		\$160/tree planted
PHASE	2 of 2		\$3.20 of trail developed
DESCRIPTION	<p>The City of Yellowknife has entered into a Development Agreement with Yellowknife River Resources Inc. for the development of Twin Pine Hill.</p> <p>The Agreement stipulates that Yellowknife River Resources will pay one-half of the costs of planning and constructing a trail system on City-owned land to a maximum of \$250,000.</p> <p>In 2005 and 2006, \$125,000 has been and will be allocated to the reserve account to ensure the City's obligation to this project is met.</p> <p>This project works towards City Council's Goal #1¹.</p>		\$3.00/sq. m of Class A green space developed

¹ A well-planned City that promotes responsible and quality urban development.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	COMMUNITY SERVICES	
DIVISION	PROGRAMS	
PROJECT	Ruth Inch Memorial Pool Upgrades	
COST	2006	\$75,000
	2008	\$60,000
STATUS	Upgrade	
PHASE	2006	1 of 2
	2008	2 of 2

DESCRIPTION The Ruth Inch Memorial Pool opened in the fall of 1988. The pool operates daily from 6:00 a.m. to 11 p.m. seven days per week 50 weeks per year and is a popular place for the residents and visitors to Yellowknife to come and enjoy. This facility has hosted over 2,000,000 people throughout the seventeen years of operation. During this period, the facility continues to be upgraded and enhanced to extend the life of the facility and to ensure it is operated in an efficient manner.

2006 - Light Fixtures (cost: \$15,000)

Ten years ago the fluorescent lighting was changed throughout the whole facility and motion sensors added to insure lights would turn off automatically when not in use. This proved to be an excellent cost saving practice. The present light fixtures in the washrooms and change rooms are over 16 years old and parts are no longer available. Since the damaged fixtures need to be replaced, the plan is take the opportunity to go from T8 to T5 lights. This

should still provide the facility with sufficient lighting and help us to reduce energy costs to the facility.

This project works towards City Council's Goal/Action #2.4¹.

2006 - Chlorine Room (cost: \$30,000)

In order for people to be able to swim safely in the water without fear of infections, the water is treated with chlorine gas. The present system injects the gas into the water automatically using a computerized system located in the filter room. The building is set up where the chlorine room is in one end of the building and the filter room in the lower end of the building over 250 ft. apart. The problem is chlorine gas is a deadly toxin and is heavier than air, which means it will settle in the lowest part of the facility (basement). Secondly, the gas is very corrosive especially when mixed with water or moisture (forms hydrochloric acid). With these two negatives, the current set-up of the chlorine system does not have any true safeguards except in the chlorine room where a chlorine sensor alarm had been installed. If a leak occurs outside that room it can be very dangerous to the staff and the public in the facility and will shorten the life expectancy of the equipment used to keep this facility operational on a daily basis.

The proposal is to change the present system to bring the pool water to the current chlorine room for chlorination, which will keep the gas contained in one location and reducing the feed line from over 250 feet to approximately one foot. This will bring the room up to current standards across Canada with respect to gas chlorine systems.



CAPITAL FUND - 2006 Capital Projects

A recent inspection from Workers' Compensation Board indicated that the present chlorine system requires alterations, with two options to remedy the situation. The first is to bring the water from the filtration room to the Chlorine Room as stated in this proposal or install five chlorine alarms throughout the basement; each alarm priced at minimum of \$6,000 each plus installation.

This project works towards City Council's Goal #2².

2006 - Water System (cost: \$30,000)

The shower mechanisms because of this continuous use have required continuous service and repair to both the showers and domestic hot water system.

The current system is beginning to show signs of disrepair, parts are hard to obtain and/or replacement parts are not sealing due to the wearing of the original fittings.

The domestic hot water system though adequate can be improved upon to provide hot water immediately. This new process will require adding a recirculation pump that will circulate the hot water throughout the system. It will provide hot water immediately, reducing wastage of water while people wait for the water to get warm/ hot. This process along with replacing the showers and hardware should show a savings in energy costs.

It is recommended that the City install a new shower system, replacing the existing copper lines, mounts, seals, and fittings with automatic timers and water saver shower

heads, and install a recirculation pump to the domestic water heating system.

This project works towards City Council's Goal #1³.

2008 - Locker Replacement (cost: \$60,000)

The patrons that use the facility require lockers to safely keep their possessions while they and their family enjoy the activities and amenities the pool has to offer.

The pool is a very warm and humid facility, with washrooms, shower rooms and change rooms constantly being wet from patrons showering and tracking water throughout the facility, includes staff requirements to wash and disinfect the change rooms and lockers daily. This constant moisture causes the metal lockers to corrode and eventually rust, requiring replacement. Presently, staff remove the rust and paint the lockers during the annual shutdown to prolong the life of the lockers. By 2008, the lockers will need to be replaced as rust is becoming more and more prevalent throughout the locker room.

This project will work towards meeting City Council's Goal/ Action #1³.

O&M IMPACT 2006

The installation of T5 lighting throughout the upstairs of the facility will see a 5% reduction in energy.

The chlorine room upgrades will contribute savings on O&M of \$1,500 a year. This is the time and materials it takes to replace the lines a minimum of two times per year.

The water system upgrades will show a 5% savings on water consumption.

2008

No direct impact on O&M will be realized by changing the lockers.

¹Through a community energy planning approach, work closely with community groups to reduce greenhouse gas emissions and energy use within the City; and meet the City's obligation as a member of the FCM's Partners for Climate Protection Program

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

³An open and responsive local government committed to providing excellent public service and evolving to meet the changing needs and priorities of its citizens.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Waterfront Plan Implementation

COST 2006 \$9,000
 2007 \$130,000
 2008 \$288,000

STATUS New

PHASE Ongoing

DESCRIPTION The Waterfront Management Plan is a refinement and merging of waterfront policies from past planning documents, recent and ongoing public consultations, as well as physical analysis. The Plan outlines objectives, operational policies, and specific courses of action to enhance access to the water's edge, protecting the natural attributes of the shoreline, resolving tenure concerns and enhancing the tourism aspect of Great Slave Lake within the City of Yellowknife.

2006

The plan is a staged implementation process with the 2006 implementation to include the following specific proposals:

F.4.4 – Trail System – the design of a trail system and lookouts linking the ski club area to the Giant Mine Waterfront area -- \$9,000

2007

The 2007 implementation includes the following specific proposals:

F.4.4 Development of trail from Back Bay to Giant Mine. This is a system of trails and viewpoints linking to the Giant Mine Waterfront area -- \$120,000

A.4.4 Negus Point Waterfront Park. The design of a wilderness park for both winter and summer use, complete with a boat launch on City property -- \$10,000

2008

The 2008 implementation includes the following specific proposals:

C.4.8 Joliffe Island Park Design. The design of a waterfront park on Joliffe Island, which will include trails, picnic areas, viewpoints, and boat dock -- \$14,000

A.4.4 Negus Point Waterfront Park. The development of a wilderness park for both winter and summer use complete with a boat launch on City property -- \$260,000

F.4.2 Fault Lake/Back Bay Park. The design of a park that will be linked to the trail system and will be designed to accommodate boating activities -- \$14,000

These capital projects work towards City Council's Goal/Action #3.5¹.

O&M IMPACT There will be no operation and maintenance costs associated with the design stages of these projects. However, operation and maintenance costs will be affected in various ways with the construction projects. Increases are generally of the following magnitude: \$3.00 sq. m of Class A green space development and \$3.00/m of trail development.

¹Update and continue to implement the adopted Waterfront Management Plan (with the principled approach that there should be public access to public land.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	COMMUNITY SERVICES	
DIVISION	FACILITIES	
PROJECT	City Hall Upgrades	
COST	2006	\$108,500
	2007	\$29,000
	2008	\$45,000
STATUS	Replacement	
PHASE	2006	1 of 1
	2007	1 of 1
	2008	1 of 1

DESCRIPTION City Hall was originally built in 1975 as the administrative centre of the City of Yellowknife. Since that time, there have been very few changes to the structure of the building.

2006 - WINDOWS (\$90,000)

The building has 104 windows on all 4 sides of the building. Most of these Windows are the originals that were installed during construction. Over the 30 winters since their installation, the windows are starting to lose their seals, losing any energy efficiency rating they had. The windows are originally designed for an R2 rating.

As several windows require immediate attention, it is proposed that all the windows of City Hall be replaced at one time. The windows are 30 years old, at the end of their usable life and will be an ongoing problem if not addressed. With the replacement of these windows, more energy efficient R3.6 bronze glazed windows will be reinstalled, providing approximately \$5,562 per year in heating savings. This project is also eligible for an Energy Efficiency Grant for \$27,800, approx. 1/3 of the estimated

cost of the project. This project is dependent upon this grant.

BUDGET

Windows	\$90,000
<u>Less Grant</u>	<u>\$27,800</u>
Cost	\$62,200

This project works towards meeting City Council's Goal/Action #4.6¹.

FLOORING (\$19,000)

Many of the offices at City Hall have the original carpeting from the construction of the facility. This carpeting in many areas is wearing through, posing tripping hazards and presenting an unprofessional image. The carpet needs replacing. It is proposed that the old brown original carpeting be replaced with a newer style carpet or rubberized flooring that matches other flooring in the facility.

This project works towards meeting City Council's Goal/Action #5.4².

2007 - EMERGENCY GENERATOR REPLACEMENT (\$29,000)

City Hall is an important facility to have operating in community emergencies such as prolonged power failures; therefore, the equipment should be at the top level of use for such emergencies.

The emergency generator at City hall is the original generator that came with the facility. As the machine is now almost 30 years old, it is getting difficult to find replacement parts for this item and as such, the cost to maintain is rising each year. It is proposed a new emergency generator be purchased to replace the one we have.

This works towards Council's Goal #2³.

2008 - COUNCIL CHAMBER RENOVATION (\$45,000)

The Council chambers have not received any major upgrades since their installation in the 70's. Problems with this area include peeling laminate, space/layout issues, lack of public disability access, and lack of seating for administration and the public. It is proposed that the Council chambers be renovated to use the large open unused space in the centre of the chambers to allow for greater access by all citizens, more seating room for both administration and the public, and a fresh brighter look to the facility.

This will go towards filling Council's Goal #4⁴.

O&M IMPACT

The installation of new windows will create a net savings in heat and power consumption estimated at \$5,562 per year. \$2,781 savings can be realized in the 2006 budget as work will be done in the summer months and only half a heating season will be realized. There is no impact on O&M in changing the flooring. There will be a savings of approximately \$800 per year in changing the generator. There will be a no financial impact in renovating the Council chambers.

¹Take advantage of opportunities for accessing additional funding for municipal programs

²Maintain a vibrant and rewarding workplace for City Staff.

³A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

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



CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Public Safety							
Municipal Enforcement							
Parking Meters	25	-	-	14	-	-	-
	25	-	-	14	-	-	-
Fire & Ambulance							
Thermal Imaging Camera	-	-	20	9	-	-	-
Dispatch Upgrade	25	50	-	-	-	-	-
Multi-casualty Utility Trailer (New)	10	-	-	-	-	-	-
Breathing Apparatus Upgrade	-	-	-	-	40	-	-
NFPA Protective Gear Upgrade	-	-	-	-	30	-	-
	35	50	20	9	70	-	-

	<u>Page No.</u>	<u>2006 Budget Recommended (\$000s)</u>	<u>Formula Funding (\$000s)</u>
Public Safety			
Fire & Ambulance			
Breathing Apparatus Upgrade	230	40	40
NFPA Protective Gear Upgrade	231	30	30
Subtotal		70	70

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC SAFETY

DIVISION FIRE AND AMBULANCE

PROJECT Breathing Appartus NFPA Upgrade

COST \$40,000

STATUS Upgrade

PHASE 2 of 2

DESCRIPTION In 2002, NFPA's Technical Committee on Fire and Emergency Services Protective Clothing and Equipment made substantial changes to safety standards for self-contained breathing apparatus. Starting in 2004 and 2005, the Division started making plans to upgrade self-contained breathing apparatus with select components and, to date, ten of our units have been upgraded to meet the NFPA's Standard on Self-contained Breathing Apparatus. This project will complete the upgrade on the remaining ten units carried on emergency vehicles.

EFFECT OF REJECTING THIS PROJECT

Only ten of the Division's twenty self-contained breathing apparatus units will be equipped with safety features such as face mask displays showing air cylinder pressure, quick-fill systems allowing one fire fighter to fill another's air cylinder, and multiple safety alarm systems for fire fighters using the units in hazardous conditions.

This project works towards Council's Goal #5¹.

O&M IMPACT This project will have no effect on maintenance of self-contained breathing apparatus as the Division is upgrading existing self-contained breathing apparatus and not adding additional sets

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC SAFETY

DIVISION FIRE AND AMBULANCE

PROJECT NFPA Protective Gear Upgrade

COST \$30,000

STATUS Replacement

PHASE 1 of 1

DESCRIPTION A review of protective gear indicates that at least twenty fire fighters have gear that is in a state of poor repair or does not meet NFPA's Standard for Protective Gear. This program replaces all twenty sets of protective gear and will allow the Fire Division to maintain annual wear and tear within its operational budget.

EFFECT OF REJECTING THIS PROJECT

Cost cutting measures in the Division's operational budgets have not allowed the Division to keep pace with protective gear replacement needs.

EFFECT OF ACCEPTING PROJECT

This project will allow the Division to meet or exceed current needs for protective gear and allow us to address routine maintenance in future operational budgets.

This project works towards Council's Goal #5¹.

O&M IMPACT There will be no impact.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Public Works & Engineering								
Fleet Replacement	530	1,402	725	395	799	962	795	(1)
Engineering & Garage								
Greenhouse Gas Study	-	-	-	20	-	-	-	
Community Energy Plan Study	-	-	-	60	-	-	-	
Oil Distribution System For Fleet	-	-	20	16	-	-	-	
Wheel Balance & Brake Lathe (New)	20	20	-	-	-	-	-	
Parking Garage Foundation	-	52	-	-	-	-	-	
City Garage- Replace Generator	-	-	75	100	-	-	-	
City Garage - Roof Repairs	-	-	-	-	15	-	-	
Replacement of Pine Point Shop	-	-	-	-	-	135	-	
Diagnostic Equipment For Fleet	-	-	-	-	15	15	15	
Garage New Office	-	10	-	10	-	-	-	
	20	82	95	206	30	150	15	
Roads & Sidewalks								
Road Rehabilitation	2,770	2,846	1,855	1,880	1,825	1,900	2,150	
Old Airport Road Underpass Repair	-	-	-	150	-	-	-	
45th St. Storm Sewer Upgrade	50	-	-	50	-	-	-	
Range Lake/Hospital Road Upgrade	-	-	-	275	-	-	-	
Traffic Signal/ Light Upgrade	25	1	25	30	100	-	100	
Traffic Lights UPS	-	-	20	20	35	35	35	
Winter Storage Shed Of De-icing Material	-	-	25	25	-	-	-	
Snow Dump- Study & Relocation	-	-	20	20	-	-	-	
Kam Lake Bypass Study	-	-	20	20	-	-	-	
Traffic Light Replacement with LED & Fibreglass Heads	-	-	-	-	100	-	-	
Pedestrian Traffic Lights- 44th St. & Franklin Ave.	-	-	-	-	75	-	-	
Drainage Improvements	-	-	-	-	25	25	25	
Snow Dump - Construction of New Location	-	-	-	-	50	-	-	
Highway Access Niven Lake Subdivision	-	-	-	-	350	-	-	
	2,845	2,847	1,965	2,470	2,560	1,960	2,310	
Transit								
Marketing Plan, New Bus Shelters & Route Posts	-	-	20	15	50	20	25	

Notes:

- (1) 2004 actual is higher than budget due to carried-over projects: Engine No. 8 (Quint) \$747,438 (budget \$750,000), maintenance van \$34,517 (Budget \$30,000) & Zamboni \$79,000 (Budget \$85,000). Backhoe replacement \$325,000 under 2005 budget will be carried over to 2006.



CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Road Rehabilitation							
<i>Latham Island Area:</i>							
Mitchell Drive	-	-	-	-	105	-	-
Chip Sealing - Peace River Flats & Willow Flats	-	-	50	-	50	-	-
<i>Central Business District:</i>							
45th St	-	-	-	-	-	-	160
49th St.	250	304	-	-	445	-	-
50th St.	250	-	-	-	300	250	-
52nd St.	-	-	-	-	-	-	450
49A Ave.	180	353	-	-	-	-	150
49th Ave.	-	-	-	-	-	-	350
51st Ave between 46th & 47th St.	-	-	-	-	150	-	-
52nd Avenue	-	-	-	-	-	-	380
Franklin Ave. Hill	1,500	1,698	-	-	-	-	-
Downtown lanes	95	93	-	-	150	-	95
Trails End	50	72	-	-	-	-	-
Lundquist	-	-	-	-	50	-	-
<i>Forrest Drive Area:</i>							
Ptarmigan Road Sidewalk	40	41	-	-	-	-	-
Forrest Drive Trailer Park	-	-	200	250	-	-	-
<i>Range Lake Area:</i>							
Bartesko Court	25	25	-	-	-	-	-
Old Airport Rd (sidewalk between Range Lake & Borden)	-	-	-	-	75	-	-
<i>Frame Lake Area:</i>							
Old Airport Road (Between Co-op Curve and Borden Drive)	-	-	1,045	915	-	-	-
Finlayson Dr. SW(Calder Cr-Kam Lake Rd)	-	-	-	-	-	225	-
Bourque Drive	-	-	-	-	250	-	-
Larocque Crescent	-	-	-	-	250	-	-
Range Lake - Hordal Rd to Bourque Rd.	-	-	250	360	-	-	-
Dusseault Court	-	-	130	155	-	-	-
Demelt Crescent	-	-	-	-	-	550	-
Old Airport Road - from Cemetary to Highway	-	-	-	-	-	-	500
<i>Kam Lake Industrial:</i>							
Enterprise Drive	130	-	130	200	-	-	-
Drybones Drive	-	-	-	-	-	75	-
Kam Lake Straightening	-	-	-	-	-	400	-
Etthen Dr.	-	-	-	-	-	-	65
<i>Niven Lake Subdivision:</i>							
Phase 3	250	259	-	-	-	-	-
Phase 4	-	-	-	-	-	400	-
<i>New Roads:</i>							
Negus Point Access	-	-	50	-	-	-	-
	2,770	2,846	1,855	1,880	1,825	1,900	2,150

CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Solid Waste Management							
Landfill/Baler							
Eternal Review of Solid Waste Process	-	-	-	50	-	-	-
Landfill Site Drainage Study	-	-	-	30	-	-	-
New Landfill	-	-	50	50	225	100	100
Baling Facility Mechanical Upgrades	-	-	-	-	25	25	25
Recycle Scrap Vehicles & Scrap Steel	-	-	50	50	-	50	-
Baler Overhaul	-	1	-	-	-	-	-
Baling Facility Door Replacement & Exhaust Fan	50	43	-	-	-	-	-
Baling Facility Hydraulic Ram Replacement	35	32	-	-	-	-	-
Recycling Bins At Depots	-	-	70	70	-	-	-
Tipping Floor Ugrades	-	-	300	300	-	-	-
Baling Facility Hydraulic Wire Tie Replacement	-	-	-	-	25	-	-
Recycling Bins	-	-	-	-	60	60	60
Recycling Bins at Downtown Recycling Depot	-	-	-	-	60	-	-
Weigh Scale & Site Work	-	-	-	-	-	210	-
Site Restoration	-	-	-	-	182	170	-
	85	75	470	550	577	615	185
Community Energy Plan (CEP)							
CEP Energy Coordinator (50% Funding with NRCAN)	-	-	-	-	40	-	-
CEP Projects	-	-	-	-	100	100	100
CEP Programs	-	-	-	-	50	-	-
	-	-	-	-	190	100	100



CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Water & Sewer							
Pumphouses (PHs)/Liftstations(LSs)/Forcemains							
Ph#2 Upgrades	-	5	-	-	-	-	-
Water Treatment Plant	-	24	-	75	350	2,825	2,762
PH#1-Boiler Tube Cleaner Replacement	-	-	10	6	-	-	-
Liftstations Capital Upgrades	-	-	50	50	50	50	50
Backup Power Systems at PHs & LSs	50	128	150	27	-	-	-
Mechanical/Pump Upgrades at PHs & LSs	100	111	-	-	-	-	-
Reservoir #1 Cleaning & Flushing	50	63	-	-	-	-	-
LS#7-Replace Sewage Grinding Machine	30	36	-	-	-	-	-
LS Exhaust Fan	50	-	-	-	-	-	-
PH#3 Reservoir Inspection & Repairs	-	-	25	10	-	-	-
Reservoir Flushing, Cleaning & Repairs	-	-	-	-	25	25	25
Pump Replacement Program	-	-	125	132	100	100	100
UPS System For PHs & LSs	-	-	50	33	-	-	-
Monitor & Controls Assessment & Upgrading PHs & LSs	-	-	25	25	100	100	100
Wireless Water Meter Reading	-	-	-	-	50	-	-
Remote Pressure & Temperature Monitoring	-	-	-	-	60	60	-
PH#1 Pipe Threading Machine	-	-	-	-	10	-	-
New Piping for PHs	-	-	-	-	275	100	100
	280	367	435	357	1,020	3,260	3,137
Other							
Confined Space Entry Equipment	35	25	-	11	-	-	-
Diesel Driven Pump	20	2	-	-	-	-	-
Water Pick	5	2	-	-	-	-	-
Water Steamer & Trailer	20	32	-	-	-	-	-
Monitors & Control Assessment	50	7	-	-	-	-	-
Water Meter Replacement & Upgrades	30	26	75	75	75	75	75
Water Meter Replacement For PHs & LSs	-	-	15	5	15	15	15
Sewage Lagoon	-	-	50	-	50	150	500
Submarine Line Inspection/Assessment	50	16	-	-	-	-	-
	210	109	140	91	140	240	590

CAPITAL FUND - 2006 Capital Projects

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Notes
Water & Sewer (continued)								
<i>Water & Sewer Mains:</i>								
Niven Lake - Phase 4	-	-	-	22	-	-	-	
Water Booster Station- Niven Lake	-	-	1,000	-	1,000	-	-	(1)
	-	-	1,000	22	1,000	-	-	
<i>CMP Replacement Program:</i>								
(includes repavement and concrete)								
<i>Central Business District:</i>								
Block 38	600	367	-	-	-	-	-	
Block 39	600	-	-	-	-	-	-	
<i>Taylor Road Area:</i>								
Franklin Avenue/ Gitzel Street	-	-	450	900	-	-	-	
Gitzel Street to Dakota (Paving)	-	-	-	-	250	-	-	
School Draw	-	-	832	900	350	-	-	
57 St-Reservoir Rd.	-	-	-	-	700	-	-	
Lanky Court	-	-	-	-	-	850	-	
Gitzel Street to Matonabee St.	-	-	-	-	-	-	500	
<i>Forrest Drive Area:</i>								
Forrest Dr - Burwash to 51A Ave.	-	-	-	-	-	-	600	
Rycon Drive	1,500	1,504	400	400	523	225	-	
Con Road - Rycon to 54th St.	-	-	-	-	-	-	500	
Burwash Drive	-	-	-	-	800	300	-	
<i>Frame Lake South:</i>								
Bigelow Crs/Woolgar Ave.-Paving	825	975	400	400	-	-	-	
Woolgar Ave - Bromley to Byrne - (2007 Water& Sewer, 2008 Paving)	-	-	-	-	-	1,000	425	
Finlayson Drive	-	-	400	-	-	-	-	
Johnson Crescent	150	146	-	-	-	-	-	
Hordal Road	-	-	300	332	-	150	-	
Frame Lake and Range Lake- Water Modelling	-	-	-	31	-	-	-	
Fire Hydrant Upgrading	175	175	75	75	130	152	175	
Reduction by Council	(300)	-	-	-	-	-	-	
	3,550	3,167	2,857	3,038	2,753	2,677	2,200	

Notes:

(1) Project is deferred to 2006.



CAPITAL FUND - 2006 Capital Projects

Public Works and Engineering Capital Budget

	<u>Page No.</u>	<u>2006 Budget Recommended (\$000s)</u>	<u>M.E.R. Reserve (\$000s)</u>
Public Works & Engineering			
Fleet Management			
Community Services			
322 John Deere Lawn Tractor- Unit 11		15	15
1/2 Ton - Unit 2		32	32
1/2 Ton Truck - Unit 54		32	32
1/2 Ton Pickup - Unit 68		40	40
1/2 Ton Pickup - Unit 61		32	32
1/2 Ton Pickup - Unit 72		32	32
Chev Caprice - Unit 01		40	40
45' Hi Boy Trailer- Unit T010		9	9
Municipal Enforcement Division			
Chev Caprice-unit 23		40	40
Solid Waste Management			
Cat IT 12F Loader - Unit 58		165	165
Water & Sewer			
3/4 Ton Pickup- Unit 43		32	32
Ford Van-Unit 77		40	40
Roads & Sidewalks			
5 Ton Water Truck - Unit 94 & Water Tanker Columbia- Unit T013		130	130
Ford Tandem Truck/Sander - Unit 39		160	160
Fleet Total	240	<u>799</u>	<u>799</u>

CAPITAL FUND - 2006 Capital Projects

		2006 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)	Transfer From Land Fund (\$000s)	Gas Tax Rebate (\$000s)	MACA Capital Grant (\$000s)	Capital Fund Balance (\$000s)
Engineering & Garage	<u>Page No.</u>							
City Garage - Roof Repairs	244	15	15					
Diagnostic Equipment for Fleet	246	15	15					
Roads & Sidewalks								
Road Rehabilitation	247	1,825	1,825					
Traffic Lights	254	100	100					
Pedestrian Traffic Lights - 44th St. & Franklin Ave.	254	75					75	
Traffic Lights UPS	255	35	35					
Traffic Light Replacement with LED & Fibreglass Heads	256	100		37		63		
Drainage Improvements (Kam Lake)	258	25	25					
Snow Dump - Construction of New Location	259	50	50					
Highway Access Niven Lake Subdivision	260	350			350			
Public Transit - Marketing Plan & New Bus Shelters	261	50				50		
		<u>2,640</u>	<u>2,065</u>	<u>37</u>	<u>350</u>	<u>113</u>	<u>75</u>	<u>-</u>
Solid Waste Management								
Landfill								
New Landfill	262	225				225		
Baling Facility Mechanical Upgrades	264	25				25		
Baling Facility Hydraulic Wire Tie Replacement	265	25	25					
Recycling Bins	266	60	60					
Recycling Bins At Downtown Recycling Depot	266	60	60					
Site Restoration	268	182						182
		<u>577</u>	<u>145</u>	<u>-</u>	<u>-</u>	<u>250</u>	<u>-</u>	<u>182</u>
Community Energy Plan (CEP) Initiatives								
CEP Energy Coordinator (50% Funding with NRCAN)	269	40				40		
CEP - Projects	269	100					100	
CEP - Programs	269	50					50	
		<u>190</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>40</u>	<u>150</u>	<u>-</u>



CAPITAL FUND - 2006 Capital Projects

		2006 Budget Recommended (\$000s)	Formula Funding (\$000s)	Water & Sewer User Fees (\$000s)	MRIF & Innovation Funding (\$000s)	Grants (\$000s)	M.E.R. Reserve (\$000s)	Transfer From Land Fund (\$000s)	Gas Tax Rebate (\$000s)	MACA Capital Grant (\$000s)	Capital Fund Balance (\$000s)
Pumphouses/Liftstations (PHs/LSs)	<u>Page No.</u>										
Water Treatment Plant	271	350		22					328		
Lifstations Capital Upgrades	275	50		50							
Reservoir Flushing, Cleaning & Repairs (PH#4)	276	25		25							
Pump Replacement Program	277	100		100							
Monitor & Controls Assessment	279	100		100							
Wireless Water Meter Reading	281	50		50							
Remote Pressure & Temperature Monitoring	283	60		60							
PH#1 Pipe Threading Machine	284	10		10							
New Piping for PH#4	285	275		275							
Water Booster Station- Niven Lake	286	1,000					1,000				
Other											
Water Meter Replacement & Upgrades	287	75		75							
Water Meter Replacement For PHS & LSs	288	15		15							
Sewage Lagoon Planning Study	289	50		50							
CMP Replacement Program:	292	2,753		1,334	490	797				132	
		4,913	-	2,166	490	797	-	1,000	328	132	-
PW Subtotal		9,119	2,210	2,166	490	834	799	1,350	731	357	182

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING
DIVISION	FLEET MANAGEMENT
PROJECT	Upgrading of Fleet
COST	\$799,000
STATUS	Replacement/New
PHASE	Ongoing
DESCRIPTION	<p>The City of Yellowknife has a fleet of 110 heavy-duty and mobile equipment that support Fire and Ambulance, Road Maintenance, Water and Sewer Maintenance, Solid Waste, Parks, Arenas and administrative functions.</p> <p>The replacement vehicles listed have passed their useful life according to the City of Yellowknife practices. In addition they are recommended for replacement according to a mechanical assessment carried out by mechanics.</p> <p><u>Pickups</u> According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after five years and replaced after eight years. We currently have 42 pickups in the fleet and 31 of them are over eight years old. The average age of the fleet is 11 years. If the policy were followed the average age of the fleet would be four years. Only 10 are currently not due for replacement. Replacing the aging fleet will lower the O & M to operate the fleet. Five pickups have to be replaced every year to maintain the Fleet to the policy standard. If</p>

the standard is not followed more maintenance staff will have to be hired to maintain the fleet to a safe and operational level as well as increased costs. Only 10 pickups have been replaced in the last 8 years.

Medium Duty Trucks

According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after eight years and replaced after ten years. The City currently has 11 Medium Duty Trucks in the fleet and seven of them are over ten years old. The average age of the fleet is 12 years. If the policy were followed the average age of the Medium Duty Truck fleet would be five years. Unit 94 is a water truck used for dust suppression and flooding outside skating rinks.

Bylaw Vehicles

These are to be replaced every 2 years or 100,000 km. The average age of the fleet of 3 bylaw vehicles is 5 years (year 2000) and all have over 100,000 km. Due to the high usage, Bylaw vehicles require a high amount of maintenance (nearly 5 times that of similar vehicles in the fleet). For this reason it is important to maintain the replacement of the vehicles.

Heavy Trucks

The heavy trucks are to be replaced every 12 years. Currently the age of the fleet is 7 years old, and the average age should be 6 years old. Trucks are used for City projects and snow removal in the winter. Cost of operating these vehicles over hiring contractors is about ½ the cost. Each truck is operated for about 1000 hrs/yr, saving the City \$45,000 per year each truck it operates rather than contracting out.



CAPITAL FUND - 2006 Capital Projects

As trucks get older, increased maintenance and repairs are required, such as replacing motors and transmissions at a cost of \$20,000 and \$10,000 respectively. Breakdowns inevitably occur when equipment is needed resulting in a cost to the City to engage contractors. Unit 39 being replaced this year is a sanding truck with underbelly plow. Sanding and snow removal is a very important task in winter months-this unit must be dependable to keep the public safe. The sander is used during the summer to supply dust suppression.

Heavy Equipment

The heavy equipment is to be replaced every 12 years. Currently the age of the fleet is 13 years old, and the average age should be 6 years old. Heavy equipment is used for City projects and snow removal in the winter. Cost of operating our equipment over hiring contractors is about ½ the cost. Each heavy equipment is operated for about 1000 hrs/yr, saving the City \$45,000 per year each truck it operates. As heavy equipment gets older, increased maintenance and repairs are required such as replacing motors and transmissions at a cost of \$30,000 and \$20,000 respectively. Breakdowns inevitably occur when equipment is needed resulting in a cost to the City to engage contractors. The IT Loader is scheduled to be replaced, is a versatile piece of equipment that is critical to the operation of the Solid Waste Facility in handling solid waste and recyclables.

The City has explored contracting out heavy equipment services and leasing vehicles, but recommends the acquisition of replacement vehicles as the most cost effective option to the City.

This project addresses City Council's Goal #5¹.

O&M IMPACT Maintenance costs will decrease if the City of Yellowknife Fleet Management Practices are followed due to reduced fuel consumption and repair costs.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

Unit 23 -



Unit 58 -



Unit 39 -



Unit 94 -



CAPITAL FUND - 2006 Capital Projects

Fleet Management (cont'd)



CAPITAL FUND - 2006 Capital Projects

Vehicle Unit #	New/ Replacement	Year	Replacement Year/Standard	Replacement Value	Kilometers	Hours	Mechanical Assessment	Current Value	End Use
Chev Caprice Car - Unit 01	Replace	1993	2000	\$40,000	153,212	n/a	Poor	\$200	Sell
1/2 Ton - Unit 02	Replace	1987	1995	\$32,000	198,826	5851	Poor	\$100	Sell
John Deer 322 Lawn Tractor - Unit 11	Replace	1990	2000	\$15,000	n/a	1630	Beyond repair	\$100	Sell
Chev Caprice Car - Unit 23	Replace	1996	2004	\$40,000	135,099	175	Poor	\$500	Sell
Ford Tandem Truck/Sander - Unit 39	Replace	1991	2003	\$160,000	222,331	5800(new hr meter)	Poor	\$5,000	Sell
3/4 Ton Pickup - Unit 43	Replace	1989	1992	\$32,000	162,813	4339	Beyond repair	\$100	Sell
1/2 Ton Truck - Unit 54	Replace	1987	1995	\$32,000	161,716	3559	Poor	\$100	Sell
IT 12 Loader at SWF -Unit 58	Replace	1993	2005	\$165,000	n/a	14,743	Poor	\$6,000	Sell
1/2 Ton Pickup - Unit 61	Replace	1985	1992	\$32,000	82,079	n/a	Beyond repair	\$100	Sell
45' Hi Boy Trailer - Unit T010	Rebuild	1965	1985	\$9,000	n/a	n/a	Poor	\$3,000	Keep in fleet
1/2 Ton Pickup - Unit 68	Replace	1989	1997	\$40,000	156,090	7549	Poor	\$500	Sell
1/2 Ton Pickup - Unit 72	Replace	1985	1993	\$32,000	91,233	n/a	Beyond repair	\$100	Sell
Ford Van - Unit 77	Replace	1994	2002	\$40,000	119,162	8656	Poor	\$1,500	Sell
**5 Ton Water Truck - Unit 94	Replace	1976	1986	\$65,000	112,174	18,670	Beyond repair	\$2,000	Sell
**Water Tanker Columbia - Unit TO13	Replace	1972	1992	\$65,000	n/a	n/a	Poor	\$2,000	Sell
Total				\$799,000					

Notes: 1) All vehicles are for replacement except for trailer unit T010. No new vehicles are being added to the fleet. All vehicles are being replaced according to the City of Yellowknife Fleet Management Practices. Unit T010 a lowboy trailer will be rebuilt instead. This is more cost effective than to replace this trailer.

2) Mechanical Assessment - Poor mechanical assessment is indicative that the vehicle is unreliable for winter operation.

3) Re-allocate means that the vehicles is moving from a primary to a secondary use. Older vehicles are moved to position where a mechanical failure does not hinder City operations drastically.

4) Some of the 1/2 tons will be replaced by 3/4 tons to allow for the transportation of heavier loads and the pulling of trailers.

5) Net number of items in fleet will be reduced by disposal sale. Fleet number will not increase.

**Highlighted area denotes two vehicles being sold, and being replaced by only one vehicle.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION GARAGE

PROJECT City Garage – Roof Repairs

COST \$15,000

STATUS Repair

PHASE 2 of 3

Phase 1: Generator Replacement 2005 - \$75,000

Phase 2: Roof Repairs to Central Leaks 2006 -
\$15,000

Phase 3: Re-roof & Insulate 2009 - \$225,000

DESCRIPTION The City Garage houses a large portion of the City fleet, valued at \$13 million dollars worth of equipment, with a floor area of 1,971m². The cost of rebuilding the garage is estimated at over \$3 million. The City Garage is an essential building to respond to daily and emergency circumstances in Yellowknife. The City Garage is an alternative Northland Utilities Limited operations center should their main office be destroyed.

One of the biggest problems is that the roof leaks and dampens the insulation, which then reduces the effectiveness of the insulation and causes higher heating costs. Leaks can also effect or ruin the inner walls and then have the potential to ruin office equipment such as computers, and become a real safety hazard. Leaks in the

roof can also create wet floors causing a serious slip and fall hazard.

The roof has leaked and has been repaired in the past, but long term repairs are required. The repair of the roof had been previously deferred but should be completed before structural damage takes place. In 2006, it is recommended to patch the roof and seal leaking joints between additions to extend the life of the roof for three years. By then the main roof work can be afforded and possibly capacity in Yellowknife increased so that less expensive ways to re-roof and insulate can be developed. Rising fuel costs may spur technological developments. Repairs to the roof is one reason that the operational expense of the City Garage has been overspent in past years.

Our plan is to repair the roof in 2009, at an estimated cost of \$225,000. Technology may have improved and funding may be available from other sources through energy initiatives through government sources or programs (Environment and Natural Resources, Natural Resources Canada, Green Fund). The City will still have to match or contribute a portion of this money.

The project works towards Council's Goals #2¹ and #4².



CAPITAL FUND - 2006 Capital Projects

O&M IMPACT O&M costs will decrease due to less damage to ceilings and walls from leaks.



¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION GARAGE (MECHANICS SHOP)

PROJECT Diagnostic & Safety Equipment for Mechanics

COST
2006: \$15,000
2007: \$15,000
2008: \$15,000

STATUS New

DESCRIPTION The value of the City's fleet is around \$13 million with 151 units. Newer vehicles require computerized diagnostic analysis for adjustment and repairs. These adjustments reduce fuel consumption and increase engine life by providing early warning of engine problems.

The City will purchase in 2006 diagnostic and safety equipment. Diagnostic equipment will reduce greenhouse gases and maintenance costs. Proper handling of hazardous waste will reduce the possibility of spills and personnel hazards.

The new heavy truck and equipment engines as well as light trucks are operated by computers for efficiency and preventative maintenance use. The City should invest in diagnostic equipment to better service these vehicles.

With diagnostic equipment, downtime will be reduced and fuel efficiency will be increased. Engines can actually be de-powered so that the horsepower is reduced to match the work that the unit is performing. This reduces wear

and fuel consumption while increasing equipment service life and time between repairs.

Vehicle maintenance generates hazardous waste containment and safe handling of the hazardous waste is a WCB and environmental requirement. Over the next three years the City will upgrade air monitoring (carbon monoxide, nitrous oxide), exhaust fans and computers.

This project works towards City Council's Goal #5¹.

O&M IMPACT Diagnostic equipment will greatly reduce O&M and enhance our preventative maintenance program. An increase in fuel efficiency and work output is predicted.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION ROADS & SIDEWALKS

PROJECT Road Paving/Rehabilitation

COST 2006: \$1,825,000

2007: \$1,900,000

2008: \$2,150,000

STATUS Replacement

PHASE On-going



DESCRIPTION Paving work includes not only new asphalt pavement, concrete curb and sidewalks, but also considers the replacement and future needs of underground infrastructure of water, sewer, storm, traffic communication, power, telephone, cable, fiber optic, etc.

The typical design life of pavement is generally between 20 to 25 years, but will vary significantly. This design life is dependant on 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 paved with no base reconstruction. The paved roads in Kam Lake Industrial Subdivision will likely have a life of only 10 years or less. It is important to note that concrete curbs and sidewalks are not installed in downtown alleys or on roadways with rural cross sections. In areas of potential settlement, the City considers asphalt sidewalks as opposed to concrete sidewalks as they are less costly and are easier to maintain or repair should settlements occur.

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 endangering the public or when maintenance and repairs no longer are 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.

There has been concern expressed by the public as to the condition of the sidewalks and roads in the central business district. The majority of roads in the central business district are over 30 years in age and are well beyond their life expectancy. The replacement of several downtown streets is scheduled over the next few years.

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

2006 Road Paving / Reconstruction Projects

Downtown Streets – 49th & 50th Street and 51st Ave Reconstruction

In general, the City downtown streets and sidewalks were constructed prior to 1968 and are in poor condition including 49th Street (between Franklin Ave & 52nd Ave.), 50th Street (between 51st Ave. & 52nd Ave.) and 51st Ave. (between 46th and 47th Streets). The Department proposes to continue the reconstruction of existing heavily travelled paved roads where the deterioration and excessive vertical movement of the pavement is such that traffic flow is forced to reduce from normal speeds to avoid injury, accident and vehicle damage.

City crews are spending considerable time to repair these roads, and the cold mix patches are not lasting long due to the high number of vehicles. The streets are deteriorating to the point of having large transverse cracking, block cracking, separation of asphalt from concrete curbs, potholes and rutting. The replacement of the road and sidewalks is required.

Portions of the sidewalk have also showed signs of excessive deterioration, which may pose safety risks to pedestrian traffic.

As part of the design the City will endeavour to include sidewalks 2.0 meters in width to accommodate the heavy pedestrian traffic along these streets.

Old Airport Road Sidewalk

The City proposes to pave a sidewalk from the intersection of Old Airport Road and Range Lake Road to meet up with construction completed in 2005 near the Co-op curve. The sidewalk will be constructed with asphalt 2.0 m in width. This will allow for safe pedestrian traffic along this section of the City's road network.

Peace River & Willow Flats – Chip Seal

Old Town is one of the first inhabited and historic areas of the City. The Peace River and Willow Flats areas of Old Town are unique in character, among other things, due to the winding and narrow roads. The roads have historically been left as gravel because of relatively soft ground conditions. The concern is that the roads would settle and/or heave extensively after being paved. Pavement is not very flexible so any ground movement causes cracking, potholes and ultimately a bad road.

Residents in the area do struggle with the dust that is generated from the gravel lanes throughout the summer season. In response to residents' concerns, the City has looked into chip sealing roads that have soft ground conditions. Chip sealing is more flexible than paving so some ground movement can occur. In 2003, the City did chip seal Bretzlaff Drive and a portion of Hamilton Drive as a test section. The chip seal eliminated excessive dust in the area and the need for regular water and calcium application. The relative ease with which chip seal can be applied and the positive results offered a reasonable



solution to reduce dust while maintaining the historic ambiance of the areas. The performance of the chip seal to date has been satisfactory and the City proposes to continue to chip seal on a trial basis.

The City proposes to continue chip seal in selected lanes and roadways in 2006, 2007, and 2008.

It is important to note that not all residents want paved or chip sealed roads in their neighborhoods (Peace River or Willow Flats) so public consultation will have to take place.

In 2006, Lundquist Road is scheduled for chip seal as per residents' requests in 2005, as well as Stout Road in Peace River Flats.

Bourque Drive and Larocque Crescent

The City proposes to continue with the construction of new roads as the residential subdivisions become fully developed. This is the second phase of paving the roads within the Block 551 residential subdivision developed by Homes North. The construction will consist of paved roads, concrete curb and gutters and a concrete sidewalk along one side of the road.

Downtown Lanes

The City proposes to continue with paving of downtown lanes in the central business district for environmental (dust) and maintenance considerations. The select lane is the one that connects 49th Street to 51st Street. There is significant pedestrian and vehicular traffic during morning and evening rush hours. A large number of high school students use this lane as an access to Sir John Franklin High School.

Mitchell Drive

The street is deteriorating to the point of having large transverse cracking, block cracking, potholes and rutting. It is anticipated the street will be paved with asphalt. However, if the chip seal test section in Old Town performs as expected the road will then be chip sealed. The chip seal will provide a cost effective method to deal with the soft soil conditions in this area.

2007 Road Paving / Reconstruction Projects

Downtown Streets Reconstruction – 50th Street

In general, the City downtown streets and sidewalks were constructed prior to 1968 and are in poor condition. The Department proposes to continue the reconstruction of existing heavily travelled paved roads where the deterioration and excessive vertical movement of the pavement is such that traffic flow is forced to reduce from normal speeds to avoid injury, accident and vehicle damage.

City crews are spending considerable time to repair these roads, and the cold mix patches are not lasting long due to the high number of vehicles. The street is deteriorating to the point of having large transverse cracking; block cracking, separation of asphalt from concrete curbs, potholes and rutting. The replacement of the road and sidewalks is required.

The Department proposes to continue the reconstruction of existing heavily travelled paved roads where the deterioration and excessive vertical movement of the pavement is such that traffic flow is forced to reduce from

normal speeds to avoid injury, accident and vehicle damage.. Portions of the sidewalk have also showed signs of excessive deterioration, which may pose safety risks to pedestrian traffic. In some areas, the asphalt is actually worn out. Differential settlement also causes ponding along various sections of the roadway which, in turn, causes additional settlement and/or heaving. In 2006 the section of 52nd Ave. between 51st Ave. and Franklin Ave. is slated for reconstruction.

Demelt Crescent

The City proposes to continue with the construction of new roads as the residential subdivisions become fully developed. This initial phase of paving roads within Block 551, a residential subdivision developed by Homes North, occurred in 2005. This will be the final phase of paving within this subdivision. The construction will consist of paved roads, concrete curb and gutters and a concrete sidewalk along one side of the road.

Kam Lake Road

At the end of Kam Lake Road, there are two sharp curves that although signed at 10 km/hr are potentially dangerous. The City proposes to straighten the road to increase public safety. A culvert will be installed so recreation vehicles and dog teams can use the underpass to also increase public safety. Consideration will be given to boat launches for small recreation vessels.

Drybones Drive

The City proposes to continue with the paving of the Kam Lake Industrial Park. It originally started as a three year program in 1997. This has been extended with some

streets being delayed until sufficient development and funding is in place. The 2007 paving of Drybones Drive would include the section between Deh Cho Blvd. and Cameron Road. This would leave a portion of Cameron Drive, Etthen Drive and Taltheilei Drive unpaved.

This work would include paving the travelled portion of the roadway and would not include hard surfacing of driveway approaches. Based on the existing road structure and underlying geotechnical conditions the design will be undertaken to allow for the maximum benefit/cost of the road structure.

Niven Lake Phase 4

The City proposes to continue with the paving of new roads as the residential subdivisions become fully developed. The City recommends paving the fourth phase of the Niven Lake Subdivision in 2007. This will depend on all the lots being sold and a majority of the water and sewer services hooked up.



Finlayson Drive - Addition of Sidewalk

The City has had a number of requests from concerned citizens for the addition of a sidewalk along Finlayson Drive from Kam Lake Road to Calder Crescent. Currently there is no sidewalk and therefore pedestrians are forced to walk on the street.

With increasing vehicular and pedestrian traffic, the City proposes to add a sidewalk. A new development in the neighborhood will continue to add traffic. In 1999, the City added an asphalt sidewalk on Finlayson Drive from Calder Crescent to Range Lake North Street to tie into N.J. MacPherson School.

In 2007, the City proposes to add a 400-metre sidewalk along Finlayson Drive from Kam Lake Road to Calder Crescent which will provide a sidewalk from Kam Lake Road to N.J. MacPherson School. Some road improvements are also anticipated to take place with the scope to be determined based on available funding and road conditions.

2008 Road Paving / Reconstruction Projects

Downtown Streets – 49^A Ave., 49th Ave., 45th Street, 52nd Street & 52nd Ave. Reconstruction

In general, the City downtown streets and sidewalks were constructed prior to 1968 and are in poor condition including 49^A Ave. 45th Street (between Franklin Ave. & 49th Ave.), 52nd Street (between 54th Ave. and 51st Ave.) and 52nd Ave. (between 54th and 56th Streets). Also slated for reconstruction is 49th Ave between 49th Street and 53rd Street. It is anticipated that this work will take place as

soon as Northland Utilities upgrades have been completed and the Gerry Murphy site has been developed. If this is not the case then the section of 49th Ave. between 46th Street and 43rd Street will be reconstructed. The Department proposes to continue the reconstruction of existing heavily travelled paved roads where the deterioration and excessive vertical movement of the pavement is such that traffic flow is forced to reduce from normal speeds to avoid injury, accident and vehicle damage.

City crews are spending considerable time to repair these roads, and the cold mix patches are not lasting long due to the high number of vehicles. The streets are deteriorating to the point of having large transverse cracking, block cracking, separation of asphalt from concrete curbs, potholes and rutting. The replacement of the road is required as are the sidewalks.

Portions of the sidewalk have also showed signs of excessive deterioration, which may pose safety risks to pedestrian traffic.

As part of the design the City will endeavour to include sidewalks 2.0 meters in width to accommodate the heavy pedestrian traffic along these streets.

Old Airport Road

The city proposes to complete the second phase of the Old Airport Road reconstruction project. The second phase will be the section of road between Highway #3 and the Cemetery. The road will remain two lanes in this section with a left hand turning lane at the intersection of Bristol Ave. and Old Airport Road. An asphalt sidewalk two meters

wide will also be constructed in this phase with storm water drainage improvements.

Downtown Lanes

The City proposes to continue with paving of downtown lanes in the central business district for environmental (dust) and maintenance considerations.

Etthen Drive

The City proposes to continue with the paving of the Kam Lake Industrial Park. It originally started as a three year program in 1997. This has been extended with some streets being delayed until sufficient development and funding is in place. The 2008 paving of Etthen Drive would include the section between Deh Cho Blvd and Cameron Road. This would leave a portion of Cameron Drive and Taltheiilei Drive as unpaved.

This works towards Council's Goals #2¹ & #3¹.

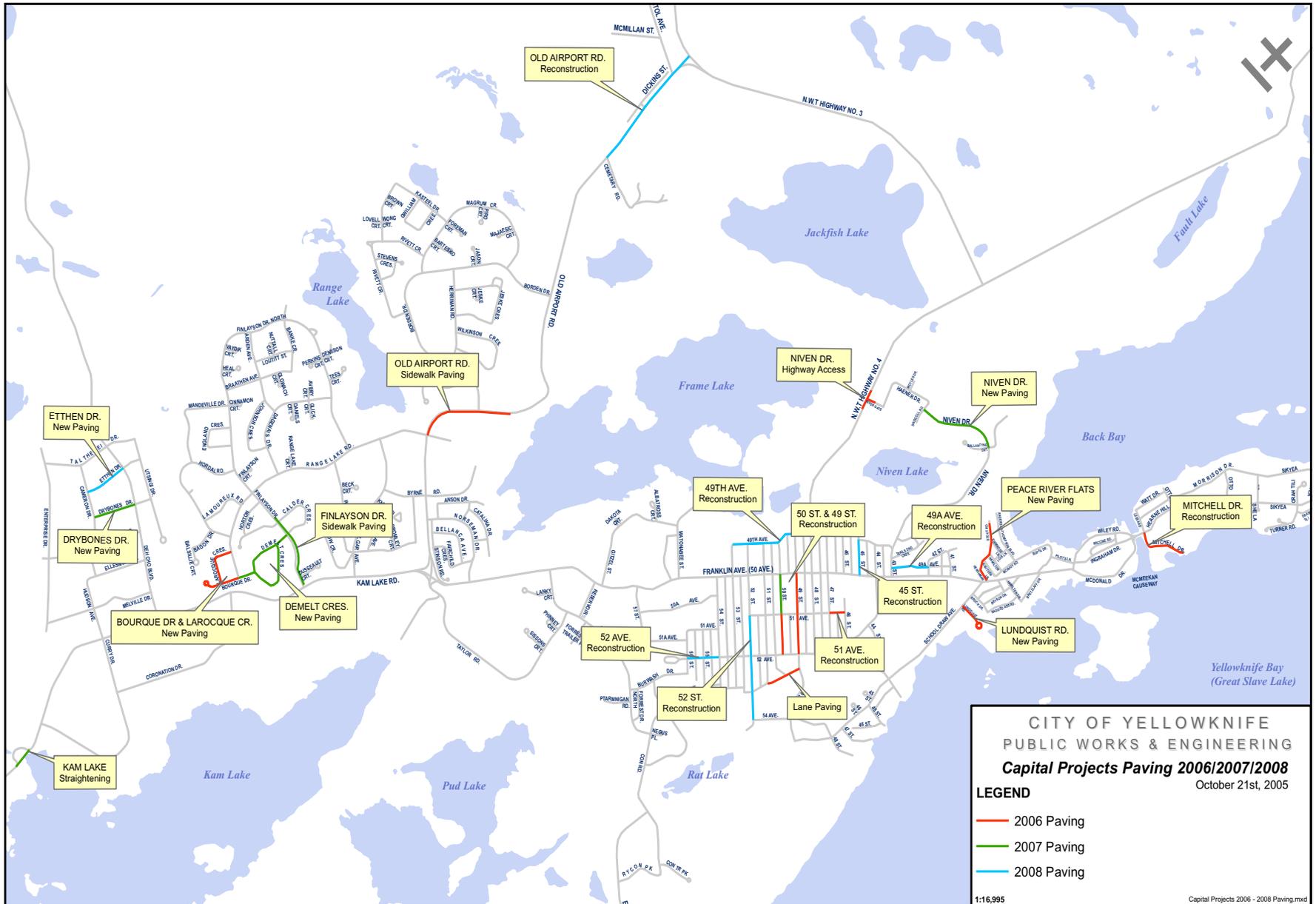
¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

¹ A well planned City that promotes responsible and quality urban development.



CAPITAL FUND - 2006 Capital Projects

Three-Year Paving Plan



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING		
DIVISION	ROADS & SIDEWALKS		
PROJECT	Traffic Lights Upgrade		
COST	2006	\$100,000	Traffic Lights and Pedestrian Traffic Lights 44th Street & Franklin Avenue
		\$75,000	
	2008	\$100,000	Traffic Lights
STATUS	New		
PHASE	Ongoing		
DESCRIPTION	<p>There is an increase in the number of motorists and pedestrians over the last few years in the City of Yellowknife. The City recommends a traffic study of the major intersections that are not currently signalized be carried out to determine if a new set of traffic lights are technically warranted.</p> <p>Traffic lights will provide for increased road safety for both pedestrian and vehicular traffic. The intent is to identify intersections that may require traffic lights and conduct the necessary studies and traffic counts to determine if the traffic lights are warranted. The City anticipates that several intersections may require signalization in the future based on a technical evaluation and/or public demand.</p> <p>In 2005, a traffic planning study will be completed of all the major non-signalized intersections evaluating the need (if any) for new traffic lights and the priority as to which</p>		

should be installed. As well Public Works intends on completing a control upgrade assessment to determine the conditions of the existing traffic light controls including the remaining useful life. Given the problems that were encountered during the 2004 summer due to lightning strikes it's imperative that the City determines the quality and the durability of the existing control system.

The funding allocated in 2006 will be used for either the purchase and installation of new traffic lights or new controls for the existing traffic lights. Once both studies are completed, the City will be able to determine which of the two options has the higher priority.

In 2006, pedestrian traffic lights will be installed at Franklin Avenue and 44th Street.

This project works towards meeting Council's Goal #1¹.

O&M IMPACT

The addition of a traffic light would increase the amount of annual maintenance for traffic lights as well as increase the power consumption.

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



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION ROADS & SIDEWALKS

PROJECT Traffic Lights UPS, Surge Protection

COST 2006 \$35,000
 2007 \$35,000
 2008 \$35,000

STATUS Ongoing

Installing Traffic Light UPS will ensure that control is maintained regardless of the circumstances. With the UPS traffic lights will be able to continue to operate during power outages, thus ensuring safe driving conditions.

The intent is to install the UPS at critical intersections in a systematic manner over a period of several years. The intersection of Old Airport Road and Franklin Ave. is already equipped with a UPS located in Pumphouse #4. The following is the proposed schedule:

<u>Intersection</u>	<u>Year</u>
Borden Drive & Old Airport Rd.	2006
Franklin Ave. & Forrest Drive	2006
Franklin Ave. & Matonabee St.	2007
Franklin Ave. & 48 th Street	2007
Franklin Ave & 50 & 51 st Street	2008

DESCRIPTION It became apparent in the summer of 2004 that several key intersections that are serviced by traffic lights must remain lit during power blackouts. Poor driving practices on the part of a few motorists resulted in several incidents and numerous close calls of traffic accidents when the traffic lights were down, both during power outages and when the lights were damaged during lightning strikes.

Most traffic lights are equipped with some sort of surge protection, however better surge protection is required including providing protection for the telecommunication lines. It appears from our investigation of the incident that the telecommunication lines may have been the source of the power surge that damaged circuit boards in the control boxes at the intersections that were out of commission in 2004. Given that the electrical power suppliers have little control over their product it is crucial that the City upgrades the traffic control boxes to provide protection that our suppliers cannot guarantee.

This works towards Council's Goal #3¹.

O&M IMPACT Negligible impact in costs but will increase public safety.

¹A well-planned City that promotes responsible and quality urban development.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION ROADS & SIDEWALKS

PROJECT Traffic Lights Replacement with LED (Light Emitting Diodes) and Fibreglass Heads

COST 2006 \$100,000

STATUS New

PHASE Ongoing

DESCRIPTION The City wishes to help provide new, more efficient lighting at all City intersections equipped with lights. The City is committed to implementing new systems and infrastructure to promote an energy efficient society, as well as upgrade existing systems to reduce energy consumption.

The traffic control industry is currently changing aging lighting systems with new, more energy efficient and environmentally friendly technologies. Various cities throughout Canada are currently or already have changed their traffic light systems. For example, the City of Calgary has completely refitted their traffic lights with LED type fixtures, at costs in the realm of \$2 million. This project will be approximately nine months in duration but is expected to result in large energy savings for the City.

In addition to replacing the traffic lights with LED's the fibreglass heads will also be replaced.

The City of Yellowknife's goal is to reduce the power demand that is currently used to power the City's traffic control lights. There are various types of lights throughout Yellowknife, in a total of 18 "lighted" intersections. The

lights themselves are incandescent lights with sizes that range as follows:

12" Red/Amber/Green	116W Bulbs
8" Red/Amber/Green	69W
12" Pedestrian Lamps	90W

The energy savings for an LED intersection is as follows:

"An average four way intersection using incandescent fixtures with pedestrian walk/don't walk signs will consume approximately 15,000 kilowatt hours of energy in one year. The same intersection with LED fixtures will use approximately 1,600 kilowatt hours of energy in one year. This is based upon the incandescent fixture being a 116W device, and the LED fixture being a 10W device with at least one fixture on, in each direction at any one given time."

Using LED fixtures uses approximately ten times less energy than the existing incandescent light bulbs. In addition to energy conservation, LED fixtures can increase safety and reduce risk because of their visibility and long life.

Annual power costs for incandescent intersections:
\$69,390.00

High end power costs for LED intersections: \$6,939.00
(10%)

Annual power costs for LED lights are 90% - 95% less than incandescent bulbs.

Annual Savings: \$62,451.00



These are approximate costs and may vary from year to year. However, they represent the typical savings that an LED system would promote.

Some intersections are equipped with an 'uninterruptible power supply' (UPS). A UPS provides constant protection against power problems. Their design eliminates brownouts, sudden increases in voltage, surges, spikes, and dips in the utility voltage. A UPS installed at an LED intersection can be much smaller in size than a UPS installed at an incandescent intersection. This leads to lower costs in both purchasing and operating the UPS.

Another attractive feature of LED fixtures is that they can be retro-fitted into the City's existing traffic signal heads. The existing incandescent fixture can be easily removed and the new LED fixture can be put in its place. Also, currently there are two separate lights associated with pedestrian lights in Yellowknife, a 'walk' light on top of the 'don't walk' light. The newer pedestrian LED fixtures have both the 'walk' and 'don't walk' features all on one fixture. This will automatically cut the number of pedestrian lights in Yellowknife by 50%.

The total equipment costs for this project are estimated to be \$64,113.00, and installation costs are estimated to be \$10,000. The City has signed a contribution agreement for 50% of the necessary funds required to carry out this project. The remaining 50% will be covered by the City itself in an attempt to do its part. Therefore the amount of funds received from the Energy Conservation Program (ECP) is approximately \$36,613.00.

Cost Breakdown:

Traffic lights with LED	=	
50% Contribution (ECP)	=	\$36,613
50% contribution (City)	=	<u>\$38,387</u>
Total costs (excluding GST)	=	\$75,000
Return on investment	=	1.08 years
Fibreglass Heads	=	\$25,000

Based on these project costs the payback time of the equipment is approximately one year. This proves that this project is worthy of funding and implementation as soon as possible. This return of investment is on the LED equipment only. If the cost of installation was included, this would increase the return of investment by a maximum of one additional year. Thus, the total return time will be two years. Funding by the Energy Conservation Program, in addition to the City's contribution, would ensure that the project continues to implementation and would decrease City spending costs in this area. Not only would this save money, the reduced energy consumption would be a great contribution towards the City's goal of being more environmentally conscious.

This project works towards meeting Council's Goal #4¹.

O&M IMPACT

The addition of LED traffic lights would decrease maintenance cost and the amount of power. They would improve cost efficiency as the LED lights would not have to be changed as often. The annual savings are estimated at \$62,000.

¹A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION ROADS AND SIDEWALKS

PROJECT Drainage Improvements

COST

2006	\$25,000	Kam Lake
2007	\$25,000	
2008	\$25,000	

STATUS New

PHASE Ongoing

DESCRIPTION Drainage issues take considerable effort to resolve as many locations have not been designed with drainage in mind. This causes significant efforts from City staff as well as from contractors hired by the City.

One ditch in Kam Lake does not drain because it has bedrock that should have been blasted in the past. This has resulted in the property owner having to set up a series of pumps and hoses to resolve what the drainage system should provide.

The City and area residents are eager to resolve these long standing problems.

This project works towards City Council's Goals #3¹.

O&M IMPACT Will lower the pumping costs to the commercial sector and the City.



¹A well-planned City that promotes responsible and quality urban development.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION ROADS & SIDEWALKS

PROJECT Snow Dump – Construction of New Location

COST \$ 50,000

STATUS New

PHASE 2 of 2

DESCRIPTION This project is to determine the cost-effectiveness of snow dump locations for the City, obtain regulatory approvals, and construct a new snow dump.

The City currently operates two snow dumps, located at the solid waste facility and, by lease, on un-surveyed Commissioner’s Lands adjacent to the western boundary of the Kam Lake Industrial Subdivision. The existing snow dump at the end of Enterprise Drive has been problematic with residents who live near it.

The Department of Public Works and Engineering identified the operational criteria for a new snow dump being:

- mitigation of impact on developed areas;
- proximity to removal areas;
- size and accessibility; and
- adequate drainage and suitability for remediation.

One of the sites to be evaluated is located on Deh Cho Boulevard along the sewer force main. The City conducted

a preliminary screening of the site and the proposed use, and is satisfied that its operations will not have any significant impact on the environment.

The project works towards meeting Council’s Goals #3¹ and #4².

O&M IMPACT Centrally located snow dump locations will lessen O&M expenditure by decreasing hauling distances.

¹A well-planned City that promotes responsible and quality urban development.

²A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS AND ENGINEERING

DIVISION ROADS & SIDEWALKS

PROJECT Highway Access Niven Lake Subdivision

COST \$350,000

STATUS New

FUNDING Land Development Fund

DESCRIPTION Part of the original development scheme for the Niven Lake Subdivision includes access via Highway 4. In order to provide adequate response time for emergency vehicles, a secondary access must be provided to the subdivision. The initial access or primary access is 43rd Street, which becomes Niven Drive.

The intent of the original scheme was to have Niven Drive tie into Highway 4. This would allow the traffic to flow into the downtown core from two directions. It also allows traffic to bypass the downtown core to travel to and from the Airport and Old Airport Road via Highway 4 and Highway 3.

The new access will be equipped with merge and deceleration lanes that will require the widening of Highway 3 near the access for the old location of the ski club. A middle turning lane may be incorporated into the design. This option will be reviewed during the engineering process and traffic lights will be considered.

This project works towards meeting Council's Goal #3¹.

O&M IMPACT Impact on O&M will be minimal.

¹A well-planned City that promotes responsible and quality urban development.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING
DIVISION	ROADS AND SIDEWALKS
PROJECT	Public Transit – Marketing Plan & New Bus Shelters
COST	2006 \$30,000 (study) \$20,000 (shelters) 2007 \$20,000 2008 \$25,000
STATUS	New
PHASE	Ongoing
DESCRIPTION	<p>City transit has plateaued at approximately 130,000 riders per year. The City has participated with Ecology North's transportation group "Transit Initiatives" and believes that a marketing plan would increase ridership and lower the subsidy per rider.</p> <p>As well as a marketing plan, this project includes additional glass bus shelters and bus route posts. This project is a result of residents requesting additional glass bus shelters at several locations. In addition, the bus route posts require replacement in some cases. The intention is to replace the route posts at the same time that the routes for transit change. In addition to the route posts the hardware that holds route timings also requires replacement.</p> <p>This project works towards City Council's Goals #3¹ and #4².</p>
O&M IMPACT	As the number of bus stops and bus shelters increases, O&M will increase.

¹A well-planned City that promotes responsible and quality urban development.

²A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION Solid Waste

PROJECT New Landfill

COST 2006 - \$225,000
2007 - \$100,000
2008 - \$100,000

STATUS Ongoing

PHASE 2006 - 2 of 6
2007 - 3 of 6
2008 - 4 of 6

DESCRIPTION The existing landfill is nearing capacity. Based on past engineering reports the projection for the need for a new landfill had been for 2007. Upon further study it was noted that this projection was based on an elevation of 210 m, while in reality this base elevation should be considered the elevation as to when final shaping and preparation for the final closure of the landfill must start taking place. In order to promote drainage of the site a grade of at least 2% - 3% must be used. Anything less would not promote drainage on vegetated surfaces. Taking this into account the final elevation at the peak of the landfill will be approximately 213 m. If the City chooses not to follow this methodology then portions of the landfill will have to be mined or excavated and garbage removed in order to create a grade that will promote drainage. Given these new circumstances the landfill can easily accommodate five more years of waste. Landfill management plans are currently being implemented to properly fill areas of the landfill to start the grading process for the final closure. Also taking place this year is a study which has reviewed the current operations of the existing landfill, as well as designed the cross section for the new landfill that will be accepted by the Mackenzie Valley Land and Water Board

(MVLWB). The lack of territorial standards will also be addressed and the City will be seen as proactive in determining an appropriate standard that can be followed by other communities. Thus various aspects of new landfill development will be addressed including but not limited to the possible need of liners, leachate collection systems and methane gas collectors/vents.

The most logical area identified for a new landfill is the adjacent quarries which will become available for use in the near future. By using these quarries, the City will be able to continue using the Solid Waste Facility in its current location with very little additional hauling, thus it is the most cost-effective option. The adjacent quarries should have enough space and volume to handle the City's waste for the next 40 – 60 years.

In 2006 a complete design of the new landfill including tender documents will be completed. Also included in this phase of the project will be a management plan of the adjacent quarry that will outline the City's needs and propose a blasting plan that best meets these needs.

In 2007 and 2008 funds have been allocated for the approval process which may require public hearings and several detailed submissions to various agencies.

In 2009 the first stage of the construction phase is proposed to take place and will consist of essentially site preparation which will include installation of the bear fence, road construction and site grading.

The second stage of the construction phase will be the construction of the new landfill cell. The actual size of the cell will depend on the cost of the approved design which will be finalized in 2006. The proposed budget should accommodate at least 10 years of use and possibly as much as 20 years. The landfill cells can be broken down



CAPITAL FUND - 2006 Capital Projects

into various sizes to meet budget constraints which can be easily connected together. This will also allow for final closure of the initial cells to be phased as the landfill use expands. Essentially, the landfill can be managed in a more systematic manner putting less burden on annual budgets as well as satisfying the wants of various regulatory agencies.

The following is a phasing and proposed budget allocation for the entire project:

2006 Final Design & Tender Drawings	\$225,000
2007 Approvals	\$100,000
2008 Approvals	\$100,000
2009 Site Preparation	\$300,000
2010 New Landfill Construction*	<u>\$1,490,000</u>
Total project cost	\$2,215,000

*Note: Depending on the final approved design of the landfill, future funding may be required to meet the City's 20 year needs in terms of landfill use.

This project works towards meeting Council's goal # 2¹.



¹ 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.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION SOLID WASTE

PROJECT Baling Facility Mechanical Upgrades

COST 2006 \$25,000

2007 \$25,000

2008 \$25,000

STATUS New

PHASE Ongoing

DESCRIPTION The Baling Facility was built in 1992 and has served the needs of the community well in those years. Equipment installed at that time will require various upgrades or replacement to ensure the handling of solid waste continues in an efficient and cost effective manner.

This equipment includes: dust collector unit, HVAC burners, overhead doors, fire pump and sprinkler system, fire alarm system, electrical components, air compressor, boilers for in floor heating, etc.

In 2006, the air compressor will require replacement in order to function properly and pass inspection. The air compressor is used daily to operate, maintain and clean the baler as well as add air to the equipment tires on a daily basis.

On a yearly basis the boilers for the in floor heating and air compressor have to pass a GNWT inspection under the Boilers And Pressure Vessels Act. The fire alarm and suppression system has to pass an annual inspection.

Proper maintenance and attention to continued upgrading of equipment ensures a safe work environment for Baling Facility employees.

This project works towards meeting Council's Goal #2¹.

O&M IMPACT O&M costs are increasing yearly due to mechanical breakdowns with equipment that is nearing the end of its lifespan. In 2003 the main hydraulic ram on the baler failed and had to be replaced. In 2004 two overhead doors had to be replaced as well as the underground electrical conduit operating the fire suppression system. This year most of the alarms for the fire suppression system had to be replaced to pass inspection. The air compressor required modifications to pass inspection and will require replacement in early 2006.

Maintenance cost will decrease greatly because there will be reduced repairs and downtime. Baling Facility efficiency will improve.

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION SOLID WASTE MANAGEMENT

PROJECT Baling Facility – Wire Tier Overhaul

COST \$25,000

STATUS Replacement

PHASE 3 of 5

DESCRIPTION The Baling Facility has been in operation for over thirteen years and some of its major components are due for a major overhaul. In 2003 the main cylinder failed and was replaced. In 2004, the secondary cylinder was replaced. The wire tier was scheduled to be replaced in 2005, but with some minor repairs, this was delayed until 2006.

The replacement cost was estimated to be \$50,000. However, an agreement has been reached with U.S. Wire Tie, the manufacturer, whereby they will send us a replacement unit enabling us to remain operational while our tier is being overhauled. This negates the requirement to purchase a second unit and will reduce the cost by 50%.

O&M IMPACT Maintenance cost will decrease. Efficiency will increase by reducing down time and maintenance. Ensures a safe work environment for Baling Facility employees.

This project works towards meeting Councils goal #2¹.

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION SOLID WASTE

PROJECT Recycling Bins

COST

2006	\$60,000
2006	\$60,000 (approved by Council January 23, 2006)
2007	\$60,000
2008	\$60,000

STATUS Ongoing

DESCRIPTION These new bins are for boxboard and white paper at the depot locations and the landfill. These new recycling lines, along with the existing lines and the territorial beverage container program, provide the public with an opportunity to increase their waste diversion. Public request for boxboard recycling is heard frequently at public forums, in the media and e-mails.

In 2005, we purchased five new recycling bins to standardize the recycling depots. The public can now drop off newspaper, cardboard, HDPE#2, tin cans, aluminum cans, and glass at all locations.

In 2005, we will ship south 650 bales of recycling compared to 400 bales in 1999. However, waste increased from 38 truckloads per week to 54 loads during the same period. Therefore the reduction in the per capita waste stream was very small.

In the 2003 Public Survey, 83% of residents said they were satisfied or somewhat satisfied with recycling in Yellowknife. In the 2005 Public survey, this fell to 37%.

On January 1, 2006, a User Pay System is scheduled to be implemented placing a limit on the number of bags a resident can dispose of without purchasing additional tags.

The success of this program is heavily dependent on continuing to improve our recycling program.

In 2007, recycling bins at the landfill will have been in service for 13 years and need to be replaced. Also the replacement of the household waste compactor is required. The compactor currently on site has been leased from Kavanaugh Bros. in the past but it is more cost-effective to purchase a new one.

In 2008, the User Pay System will have been in place for two years. At this point we would anticipate the bag limit reduced to two bags per week or possibly one bag per week. To assist the residents in achieving this goal, we will have to add new lines to our recycling program such as other plastics, etc.

At the January 23, 2006 Council meeting, Council approved an additional \$60,000 from formula funding to be allocated to the purchase of four new recycling bins to establish a new recycling depot in the downtown area.

This project works towards meeting Council's Goal #1¹.

O&M IMPACT

Having separate bins for boxboard and white paper would reduce contamination in the cardboard and newspaper bins. This would reduce labour cost and increase the quality of our recyclables. This will also provide a better service to the public.

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





CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION SOLID WASTE

PROJECT Site Restoration

COST 2006 \$182,000
2007 \$170,000

STATUS Ongoing

PHASE Ongoing (final closure 2013)

DESCRIPTION The City has adopted nationally recommended public sector accounting policies earlier than the Government of the Northwest Territories requires adoption. As part of these policies, the City is required to estimate future landfill closure costs and set aside a portion of these costs.

It is expected that the existing landfill will be closed in 2010, and site restoration completed by 2013.

In 2006 and 2007 the City estimates that it will need to set aside \$182,000 and \$170,000 to fund the future site restoration liability costs. It is recommended that these costs be funded by the Capital Fund using the anticipated 2005 surplus of \$352,000 rather than allocating these costs to the Solid Waste Management Fund creating a deficit.

This project works towards Council's Goals #4¹ and #2².

O&M IMPACT A capital funding allocation for future landfill site restoration will reduce the impact on the Solid Waste Management Fund and reduce the need for future solid waste user fee increases.

¹ A financially healthy corporation that prudently manages its resources, and maximizes value on both program and service delivery.

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



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION PUBLIC WORKS & ENGINEERING DIRECTORATE

PROJECT CEP Energy Coordinator and Program Funding

COST 2006 \$40,000 (CEP Energy Coordinator - term position)
(50% Funding with Natural Resources Canada)
2006 \$150,000 Program and Project Funding

DESCRIPTION In early 2005, City Council established the Community Energy Planning Committee. A number of activities have taken place during the course of the year including:

- Visioning workshop held in February in which committee members began generating ideas to reduce greenhouse gases cost effectively.
- Baseline Study was initiated and completed outlining the Energy use across different sectors.
- Public Meeting in June was held to engage the public in generating ideas.
- Report on energy roundtable that evaluated ideas from the committee members and the public was completed in September.
- Interim Community Energy Plan report with recommendations for City Council consideration - to be tabled at Municipal Services Committee in November.
- Federation of Canadian Municipalities Awards \$110,000 toward City Community Energy Plan (CEP) in November.

The 2004 energy baseline indicates that approximately 109 million litres of heating fuel and propane are consumed annually in Yellowknife for space heating across the residential, municipal, commercial/industrial and institutional sectors. Space heating of homes and buildings is the single largest use of energy, accounting for approximately 83% of energy use in the residential sector, about 71% in the commercial sector and 80% in the institutional sector.

Over the next 10 years, Yellowknife's use of energy is forecast to increase by almost 19%. If this occurs, similar levels of growth will occur with respect to the associated annual emissions and energy expenditures. Successful development and implementation of a Yellowknife Community Energy Plan has the potential to significantly reduce the forecast level of growth in energy use and emissions.

As this project is still in the planning stages, it is difficult to estimate how much money the City, businesses and residents may eventually spend or save as a result of implementing the CEP. However, the committee has set a target of 20% reduction in fuel use over the next 10 years and this reduction should also translate into monetary savings.

CAPITAL FUND - 2006 Capital Projects

To encourage the city to invest in its own capacity and to champion energy reduction to businesses and residents, the CEP Committee advises the City to hire a local community energy coordinator full-time to provide stability and continuity for the first critical year in the CEP implementation process. A full time CEP Coordinator will work to develop a final CEP and guide the CEP's key proposals through implementation.

Initial discussions have taken place with NRCAN and have been encouraging to the extent that we expect 50% funding. An application for funding will be prepared shortly.

The City commits to program funding of \$50,000.00 to reduce energy expenditures and greenhouse gases as part of the Energy Coordinator's Work Plan in 2006. The funding will support efforts of:

- Public Involvement – to be used to create a public awareness campaign on climate change and to provide suggestions to reduce energy expenditures and greenhouse gas emissions;
- Energy Efficient Building Standards – to implement the recommendations for improved building standards based on a study to be done under Federation of Canadian Municipalities funding.

The City commits to program funding of \$100,000.00 in 2006 to be used on one or more of the following subject(s) to completion of an assessment by the Arctic Energy Alliance and City Facility Managers:

- Lighting modifications in City facilities such as replacing existing lights with T8 fluorescent lights;
- Use of LED Christmas lights;
- Modifications to the ice plant for heat recovery at the Arena.

This project works towards meeting City Council's Goals #2¹, #3² & #4³.

O&M IMPACT

The project will reduce greenhouse gases. It will also reduce costs to the City, residents and businesses of Yellowknife.

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A well planned City that promotes responsible and quality urban development.

³A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION WATER & SEWER

PROJECT Reservoir Expansion, Pumphouse No. 1 Replacement
and New Water Treatment Plant

COST 2006: \$350,000 (Plus Carry-Over of \$225,000)
2007: \$2,825,000
2008: \$2,762,000

STATUS Ongoing

PHASE 2006 4 of 9
2007 5 of 9
2008 6 of 9

DESCRIPTION The City of Yellowknife obtains its potable water from the Yellowknife River. Pumphouse No. 2, located at the Yellowknife River, delivers water to Pumphouse No. 1 via an 8 kilometer submarine pipeline in Yellowknife Bay. Pumphouse No. 1, located at the end of 48th Street towards Yellowknife Bay, is the water treatment/distribution and computer monitoring/control centre for the City.

Currently, the City of Yellowknife's only water treatment is disinfection using chlorine gas. The water is also fluoridated to assist in reducing dental decay.

In addition to the daily tests at the pumphouse and twice-weekly tests at the hospital laboratory, the City carries out comprehensive water tests annually or semi-annually. In 2001, Public Works started a comprehensive year-round water testing and analysis program. This program was

followed by an assessment of the water quality and recommendation for improvements to meet more stringent Guidelines.

In 2004, an on-site pilot scale project of a water treatment plant was commissioned to determine the effectiveness and cost of various treatment processes. The initial pilot plant, which used direct filtration, has been running for more than a year and data have been collected which will help determine the most cost-effective method for water treatment in the City of Yellowknife. Given the erosion of the Yellowknife River in the summer of 2004 which caused a boil water advisory, an additional method of water filtration, membrane filtration, was explored for approximately five months this year to determine its effectiveness in dealing with extremely high turbidity should the event recur. If water conditions don't change in terms of water levels, then the likelihood that the City will once again experience the high turbidity conditions is high. The current phase of the project requires sufficient time to ensure the proper method of water treatment is identified to meet the City's current and future needs. Data for water conditions must be collected in all four seasons to determine how these conditions may affect the treatment quality. In terms of the membrane technology, the spring break-up was the most important time of the year for testing to be completed as water temperatures were close to their coldest temperatures of the year and the turbidity is usually at its highest. When all the data is collected, it will be analyzed and used in the preliminary design of the treatment plant. Once the preliminary design has been completed and reviewed, the actual design of the water treatment plant will take place. The intent is to complete the design during

the first half of 2006. Since the project has been initiated and given the extended time frame to do a proper job, all funds allocated to this must remain within the project.

The requirement to implement a water treatment plant is as a result of changes to the NWT public water supply regulations and /or to the Guidelines of Canadian Drinking Water Quality, public demand and/or from a perspective of public health being at risk. The GNWT has indicated that the change may take effect as early as next year. The new guideline will 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. As well increased water quality criteria that are more stringent than the current drinking water quality guidelines are expected to be established in the future. For example, reduced acceptable levels of turbidity and trihalomethanes (THMs) are currently under review and its resulting requirement for further treatment is expected to be forthcoming within the next couple of years. Public demand for improved water quality is expected, which would in turn establish the need for water conditioning in the future.

Since the City obtains its water from the Yellowknife River, a surface water source, there is always a potential for either of the waterborne pathogens (cryptosporidium and *Giardia Lamblia* which causes giardiasis, referred to as beaver fever) to enter our water supply. To date, Yellowknife has not experienced an outbreak of either of these pathogens. Although the likelihood of an occurrence is low, the City should still establish emergency response procedures. A

key emergency measure, besides issuing a boil water order, would be to install appropriate water treatment processes.

During the summer of 2004, a boil water advisory was issued because of the high level of silt in the Yellowknife River. The level of silt exceeded the guidelines.

During the 2002 - 2004 budget planning process, it became apparent that another related factor needed to be considered simultaneously for the project. Pumphouse No. 1 was constructed in 1948 and added to piece by piece from 1968 through the mid 1980s. It has been long overdue for replacement and was originally planned to be done in the early 1990s following the construction of the new reservoir (1991). The new pumphouse building has been designed to be located on top of the reservoir. Given the extensive growth of the City over the recent past has created an additional burden on the capacity of the reservoir. The current demand is starting to exceed the capacity of the reservoir. In order to meet the growth of the City the reservoir must be also be expanded. The intent is to expand the capacity of the reservoir to meet the City's 20 year needs.

The most logical phasing of the project would be to expand the existing reservoir in the first year of construction since the intent is to construct the new pumphouse and treatment plant on top of the reservoir. In year two of the construction phase is to construct the new pumphouse and complete the necessary site works to facilitate easier access to the site. Given the market conditions in terms of available tradesmen it would not be prudent to expect a general constructor to be able to complete a new building and all the internal mechanical, system control and electrical work in one year.



CAPITAL FUND - 2006 Capital Projects

Thus, in year three of construction all the internal work will take place including upgrades to the water tempering equipment. The final phase of construction will be the installation of the water treatment process equipment that will be housed in the new Pumphouse. Depending on budget constraints this phase of the project may be implemented over two years.

It is anticipated the most of the detailed design engineering will take place in 2006.

The treatment/conditioning requirements for the water and the new pumphouse should be coordinated as any treatment or conditioning would be located within the new pumphouse facility.

The work would be completed over several years, as follows:
 2006 Planning & Logistics \$350,000
 and Detailed Engineering

Note: This amount is based on the assumption that the remaining approved funding of approximately \$225,000 is carried over from 2005.

2007 Reservoir Expansion:	\$2,825,000
2008 New PH & Site Work:	\$2,762,000
2009 Internal Work and Water Tempering Upgrades:	\$2,820,000
2010 Water Treatment Phase I:	\$3,455,000
2011 Water Treatment Phase II:	\$4,635,000*
2012 Water Treatment Phase III:	<u>\$2,510,000</u>
	\$19,582,000

*Note: The annual budget allocation presented is based on the assumption that the water treatment stage of this project will be phased over two years. Also included in the budget for 2011 is funding to upgrade the raw water intake at PH#1. It is anticipated that Yellowknife Bay will become the City's primary water source and that the pipeline to the Yellowknife River will become redundant and not need replacement.

The City will be allocating Gas Tax funding from the GNWT and the federal government since the total cost of the Reservoir expansion, Pumphouse No. 1 replacement and Water Treatment Plant could be in the \$20 million range.

This project works towards meeting Council's Goals #2¹ and #4².

O&M IMPACT

There would be no significant change in O&M costs or staff time for the pumphouse. However, operating costs will increase with addition of treatment estimated at \$70,000 (3% capital) per year.



Water Treatment Plant

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION PUMPHOUSES/LIFTSTATIONS

PROJECT Liftstations - Capital Upgrades

COST
 2006: \$50,000
 2007: \$50,000
 2008: \$50,000

STATUS New

PHASE Ongoing

DESCRIPTION The City has 10 sewage liftstations to pump the sewage from people’s homes to the sewage lagoon. The value of the liftstations is in the order of \$30,000,000. Like the pumps located in the pumphouses for the potable water supply, the pumps and sewage grinders in the liftstations must also be maintained and replaced at regular intervals.

If pumps or grinders fail, a sewage overflow could result. This has occurred in the past and a backup has resulted in sewage entering people’s homes. In 2003, a sewage overflow at Liftstation 6 cost the City \$25,000 for remediation. As well sewage did backup in a number of downtown homes due to the grinder not working to capacity.

The average cost to rebuild a pump and a comminutor (sewage grinder) is \$10,000 and \$20,000 respectively. The cost to replace a comminutor is \$40,000.

The high number of components and the high cost of repairs justify the existence of a capital expenditure that can be allocated in the sewage liftstations. Included in the work will be the installation of radar heads to measure the elevation of sewage, rather than float switches as recommended by the inspector for Indian and Northern Affairs Canada on behalf of the NWT Water Board.

This project works towards City Council’s Goal #4¹.

O&M IMPACT It will reduce the number of call-outs and sewer spills and power consumption. Rebuilding or replacing the pumps and sewage grinders will increase the life of the City’s sewage liftstations.



Wet well



Grinder



Sewage Pump

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION WATER & SEWER

PROJECT Pumphouse Reservoir - Flushing, Cleaning and Repairs

COST

2006	\$25,000 – Pumphouse #4
2007	\$25,000 – Pumphouse #1
2008	\$25,000 – Pumphouse #3

STATUS New

PHASE Ongoing

DESCRIPTION The City has three water storage reservoirs that are used to provide potable drinking water to our residents as well as provide firefighting capabilities. The City's Water License N1L3-0032 was renewed with a condition that the main reservoir is to be cleaned. Under operational compliance, the City should flush the main reservoir at Pumphouse No. 3 and at Pumphouse No. 4.

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, while maintaining a continuous water supply to the City. An additional requirement is to evaluate the walls and grout the small cracks.

In 2004, the reservoir at Pumphouse No. 1 was flushed, cleaned and repairs carried out. The repairs consisted of grouting 40m of cracks and adding steel plates to water

pipings that had eroded. It appears that the reservoir may have been leaking.

In 2005, Reservoir #3 was cleaned and inspected. A non-functioning valve was discovered and replaced.

Public Works 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.

This project works towards meeting Council's Goals #2¹ and #4².



O&M IMPACT

Less debris in the reservoir will add to 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 once the cracks are filled and there is no more leaking.

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION PUMPHOUSES/LIFTSTATIONS

PROJECT Pump Replacement for Pumphouses and Liftstations

COST

2006:	\$100,000
2007:	\$100,000
2008:	\$100,000

STATUS Ongoing

DESCRIPTION The City's water and sewage pumping stations (pumphouses and liftstations) together with water and sewer pipe networks make up its water distribution and sewage collection system. The majority of these stations were built/upgraded from the early 1970s to the early 1980s and are now 20 to 30 years old. Many of the City's 50 water and sewage pumps, which are the most important pieces of equipment within the stations, are also 20 to 30 years old and are deteriorating. In fact, some of the replaced pumps in 2003 had worn out impellers. Without their replacement it is likely that the City would not have been able to supply enough water to the residents.

Based on industry normal procedure and experience of Public Works staff, a rule of thumb is that after approximately 25 years of operation, pumps are to be either rebuilt or replaced. Since there are a total of 15 water and sewage pumping stations in the City, each station has between 2 and 9 pumps. These pumps were installed at different times, so the replacement dates of these pumps will be spread over the years.

It is therefore recommended that this capital replacement program continue for the water and sewage pumps at the City's pumping stations. An inefficient pump raises costs.

In 2006, the City proposes to work with a specialized southern contractor using vibration analysis equipment that predicts the failure of pumps to suggest which pumps should be replaced.

Public Works estimates that the total replacement value of the pumps is approximately \$1.6 million and proposes to spend \$100,000 for pump replacements and monitoring to continue the orderly replacement of pumps that are in poor condition. Pump replacements for the future are:

- 2006 Sewage pumps at LS No. 1 & No. 7.
- 2007 Remove and replace high maintenance long shaft lift pumps
- 2008 Remove and replace high maintenance long shaft lift pumps and water pump as wear progresses.

Although these are the planned replacements, inevitably pumps do fail sometimes with little warning.

This project works towards meeting Council's Goals #2¹ and #4².

CAPITAL FUND - 2006 Capital Projects

O&M IMPACT Generally, newer pumps are more efficient requiring less energy to run them. O&M funding should decrease as a result.



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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION WATER & SEWER

PROJECT Monitors and Controls Assessment of Pumphouses & Liftstations and Upgrading.

COST 2006: \$100,000
2007: \$100,000
2008: \$100,000

STATUS New

PHASE Ongoing

DESCRIPTION In a three-phase program in 1997 through 2000 (inclusive) the City began automating all of its Pumphouses and Lift Stations. In addition, the City installed a dedicated communication line to interconnect its most crucial facilities 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 not made anymore and upgrades are required.

The automation of these stations used for the delivery of essential services reduced operator time and increased the system reliability. The City implemented SCADA (Supervisory Control And Data Acquisition computer system) as the network controller of the system. The main computer for the SCADA system is located in Pumphouse No. 1. As a result of the automation, this is effectively the only station that is staffed daily (24 hours/day). All alarms

and system feedback are received on the SCADA computer in Pumphouse No. 1.

In order to ensure effective upgrades and maintenance to the City's SCADA monitors and controls, an assessment of the current system needs to be performed. This assessment will evaluate the monitors and controls currently employed in the system and the system deficiencies.

Currently, these monitors and controls are deficient in the area of efficiency and reliability. An example of this is the ghost alarms that are occurring that require call-outs during the day or night.

The implementation of the findings of this assessment is the second part of this project and will take place in both 2007 and 2008 and will be ongoing.

This project works towards meeting Council's Goals #2¹ and #4².

O&M IMPACT

This assessment and upgrade 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 and Sewer tradespeople will be able to reduce buildings inspections and spend more time repairing worn components.



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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION WATER AND SEWER

PROJECT Wireless Water Meter Reading – W.W.M.R.

COST 2006 - \$50,000

STATUS New

PHASE Ongoing

DESCRIPTION Background:

Currently, the City reads water meters with a series of “water-guns” that display the data. Next the water meter reader writes the display into a book. The City has 16 books that contain the information of the 5,000 water meters that must be read and data entered by hand. The 16 books are then given to Corporate Services for data inputting to the City’s computerized system. The effort required to read the water meter is 15 person days per month, as well as five days per month to input the data by the finance officer. In addition, it takes one person 5 days per month to perform re-reads.

Wireless Water Meter Reading (WWMR) has the potential to automate the process, increase accuracy and allow for water audits to be carried out. This is being done in some municipalities including Inuvik.

The City is considering WWMR which would work by having wireless receivers on top of customers’ water meters. Water Meter Readings would be obtained from a meter reading system vehicle transceiver unit. The data could be obtained from a central location or with a tower or from a mobile unit. The data obtained would be in a digital format that would be given to a finance officer for billing purposes.

The City is currently installing approximately 400 visual type water meters per year. The City will be upgraded to visual type water meters by 2008. The visual type meters will accommodate wireless with the installation of a transceiver.

Cost (Residential) for installation and purchase of receiver:
Piped – 5,000 x \$300 per unit = \$1,500,000
Trucked – 500 x \$500 per unit = \$250,000 (includes visual type water meters & receivers)

Hardware/Software cost for:
Vehicle based receiver
Auto-read software package for drive-by radio read
Mapping module complete with GPS card & regional map
Total = \$100,000

Annual Maintenance cost: 30,000 per year
Contingency = 300,000
Total Cost = \$2,150,000

Justification

Many communities are moving towards a wireless water meter reading program. WWMR allows for greater quality control and accuracy by minimizing human data entering errors. This will allow the city to undertake water audits to determine possible leaks and lost revenues. This will increase the City’s six million dollars annual revenues.

In 2006, a planning report will be carried out to propose an implementation plan.

This project works towards Council’s Goals #2¹ and #4².

O&M IMPACT With the wireless meter reading system the City will greatly reduce O&M costs and greatly increase revenues. This will translate into a savings of \$75,000 per year and an increase of revenue by 10% (in some cases) or up to \$600,000.

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

increase worker safety. Additional maintenance duties can be completed by better allocating staff.

DIVISION WATER & SEWER

PROJECT Remote Pressure & Temperature Monitoring

There is always a risk of injury when a worker goes into a manhole. This is invariably greater in the winter with slip and fall possibilities.

**COST 2006 - \$60,000
2007 - \$60,000**

This works towards Council's Goals #2¹ and #4².

STATUS New

O&M IMPACT

Remote pressure and temperature reads will reduce O&M cost and increase worker safety. There would be a savings of \$50,000 a year upon completion of this project. This savings would go towards staff spending more time on maintenance.

**PHASE 2006 1 of 2
2007 2 of 2**

DESCRIPTION During winter months, City crews monitor 15 locations for pressure (ensures flow) and temperature (protects from freezing). This is done by one staff member going down into a manhole with the second staff member being there as a regulated safety measure. This is a very important duty because if water flow stops in an area pipes can freeze preventing water delivery and fire protection and increases the likelihood of water damage from water leaks from frost broken pipes, which are extremely expensive to repair in the winter.

Due to WCB regulations, it requires two people to read the pressure and temperature 5 hours per day or 1.25 person hours per day. Instead of entering a confined space repeatedly, the worker would simply go to a remote read location attached to a bollard or lamppost nearby and record readings. This only requires one person two hours per day. This project will be completed in phases, starting with areas of high traffic to reduce traffic congestion and

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION PUMPHOUSES/LIFTSTATIONS

PROJECT Pumphouse No. 1 – Pipe Threading Machine

COST \$10,000

STATUS New

DESCRIPTION Pipe threaders are used to thread pipe and to make custom sized pipe sections. Victaulic style pipe can then be used for repairs, as the current welded pipe requires a high-priced welder and long shut down times to repair.

In the past it has taken more than a year to repair many leaks because the welder was not available at the same time to organize with the City crew. Victaulic style connections can be completed by Pumphouse and Liftstation trades people who are part of the City's staff.

This project works towards meeting Council's Goals #2¹ and 4².

O&M IMPACT Cost will be greatly reduced as welders will not be required to repair pipe and work can be done in-house.

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING		break will occur, resulting in the City not being able to provide water.
DIVISION	WATER & SEWER (Pumphouses and Lifstations)		
PROJECT	Piping Replacement		Pipe thicknesses in Liftstation #5 are similar to Pumphouse #4 and will be completed in the 2 nd phase of this project.
COST	2006 - \$275,000 2007 - \$100,000 2008 - \$100,000	PH #4 Pipe replacement LS #5 Pipe replacement New Piping for Pumphouse & Lifstations	This works towards Council Goals #2 ¹ and #4 ² .
STATUS	Replacement		O&M IMPACT The welded pipe will be replaced with Victaulic style connectors, this way future repairs may be effected by City crews at significant cost savings. Replacement pipe will be coated with epoxy paint to prolong the life cycle.
PHASE	2006 1 of 3 2007 2 of 3 2008 3 of 3		
DESCRIPTION	Pumphouse #4 provides safe and reliable drinking water for the Range Lake and Frame Lake areas of the City, including Stanton Territorial Hospital. Water supply includes fire suppression water at a rate of 400 liters per second. Chlorine is added at Pumphouse No. 4 to augment the chlorine (for disinfection) added at Pumphouse No. 1 before being distributed to the public. The pipe has deteriorated over time to 40% of original thickness in some places. Average thickness at elbow bend is 50% of original and straight run of pipe is 60 – 65% of original thickness. These measurements were conducted by AD Williams Engineering in November 2004. Leaks are requiring repair every two months. Should pipe replacement not be completed, it is inevitable that a water		

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION WATER & SEWER

PROJECT Water Booster Station Niven Lake

COST \$1,000,000 (Carryover)

STATUS New

FUNDING Land Development Fund

DESCRIPTION Given the location of the Niven Lake Subdivision in terms of the water distribution system for the City and the topography of the area a water booster station is needed to provide adequate water pressure for future development and the recommended fire flow protection for the entire subdivision.

The initial engineering design identified the need for the water booster station as the development of the area proceeded. The booster must be constructed in order to develop Phase 7 and phases beyond Phase 7. The City should build the booster station to meet recommended fire flows as specified in various standards for the current development and the future development of Phases 5 and 6.

Building the water booster station will ensure a standard of living that exists throughout our City. The booster station will also limit the amount of litigation that may ensue regarding damage caused by fires that may be related to reduced firefighting flow capabilities.

The design of Niven Lake Phase 2 included and reserved a location for the booster station. The underground piping has been installed to ensure proper water distribution and circulation once the booster station is constructed.

The funds specified will cover the design, construction and commissioning of a new water booster station.

This project works towards meeting Council's Goal #3¹.

O&M IMPACT O&M will increase by approximately 3% of Capital, or \$30,000 annually.

¹A well-planned City that promotes responsible and quality urban development.



CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION WATER & SEWER

PROJECT Water Meter Replacement and Upgrade

COST 2006: \$75,000
2007: \$75,000
2008: \$75,000

STATUS Ongoing

PHASE Ongoing

DESCRIPTION The City introduced a water meter replacement program in 1995, which started with the replacement or recalibration of the larger commercial units within the City. The meters remaining to be replaced were installed in the 1970s and they are now 20 to 30 years old.

The aging of the meters has caused operational and maintenance inefficiencies, as well as inaccurate readings, which account for estimated 12-25% loss of revenues to the City. The Corporate Services Department had actually identified a number of accounts with increased revenue after new meters were installed. In addition, unlike the newer meters installed today, these old meters are not compatible with the latest computerized meter reading and data processing technology.

Upgrading the City's old water meters to computerized water meters and meter reading devices will reduce labour requirements 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. It would result in further reduced meter reading and data processing labour.

The City has successfully removed all pin-type water meters. The next step in the process would be to change out all the visual-type water meters. We currently have 1369 visual type water meters and propose to have all these meters changed by the year 2008.

The City therefore plans to change out approximately 450 visual-type water meters per year over the next three years. Each meter costs \$160 which would amount to an expenditure of \$75,000 per year until 2008.

This plan would go a long way toward bringing the City up to par with other major municipalities across Canada.

This project works towards meeting Council's Goals #2¹ and #4².

O&M IMPACT Will reduce labour requirements for meter reading and data processing. Revenues will increase well above the cost of meter replacement.

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION PUMPHOUSES/LIFTSTATIONS

PROJECT Water Meter Replacement for Pumphouses & Liftstations

COST 2006: \$15,000
2007: \$15,000
2008: \$15,000

STATUS Ongoing

DESCRIPTION The Water License yearly review requires an accurate measurement of water supplied to the City. Existing water meters require calibration but it is more economical to replace existing meters with mag meters that do not require calibration.

A report from the Water Board recommends calibration of the existing meters but calibration, done properly, is very expensive. If the old meters were replaced with 'mag' style meters, calibration would be eliminated as a cause of inaccuracy since these meters are calibrated at the factory and require no further service.

Operational audits on the water system must be monitored at locations of greatest flow, such as Pumphouses 1, 2, 3 and 4, and Liftstations 5 and 6. With this information we can determine the tightness (leak-proof) of our system. General areas of bleeders can be located, greatly increasing the efficiency of the water system.

The calibration/replacement of the water meters is a recommendation of our Indian and Northern Affairs Canada Water Board Inspector.

This project works towards meeting Council's Goals #2¹ and #4².

O&M IMPACT Reduction of our costs, especially in electricity and heat, as leaks are detected earlier and repaired.

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CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING	
DIVISION	WATER & SEWER	
PROJECT	Sewage Lagoon Planning Study	
COST	2006: \$50,000	Planning Study
	2007: \$150,000	Design
	2008: \$500,000	Construction of Retention Pond and Weir
STATUS	New	
PHASE	Ongoing	
DESCRIPTION	<p>The current sewage lagoon was constructed in 1981 and raised to the final elevation in 1987. The Fiddlers Lake Lagoon is located at the end of Fiddlers Lake Road which is a continuation of Deh Cho Boulevard in Kam Lake. A second access is available from Highway No. 3.</p> <p>The City's wastewater is pumped from two liftstations to Fiddlers Lake Lagoon. Natural processes are used to treat the waste water in the lagoon. Effluent is discharged from the lagoon into a series of water bodies, eventually reaching Great Slave Lake approximately 13 km away. The lagoon is approximately 1.8 km in length and has a capacity of approximately 2 million cubic meters. The lagoon discharges over a control structure that is composed of stop logs that control the discharge.</p> <p>The City must achieve compliance with its water license effluent requirements at a monitoring station, F3, located approximately 6 km downstream of the lagoon.</p> <p>The sewage lagoon produces "floating islands" that appear annually. Public Works retrieves these islands that</p>	

occasionally block the discharge area and stockpile them on land. Retrieving the floating islands serves to increase the capacity of the lagoon. As well, the floating islands serve as an excellent final cover for the landfill as they promote growth.

The City must meet regulatory agency guidelines such as the Mackenzie Valley Land and Water Board Guidelines. The City obtained the renewal to its water license for a period of 8 years commencing 2002 and expiring 2010. The City strives to work with regulators on a professional basis to protect our residents and the environment. The city, as do other municipalities, has its share of incidents to respond to such as Boil Water Advisories or sewage spills that occur.

Capacity of Lagoon

The capacity of the lagoon is approximately 2 million cubic meters and the sewage volumes are 2.8 million cubic meters. The sewage lagoon begins to overflow in May or June. After a period of natural discharge the flow stops and natural treatment continues until the planned discharge in the fall.

It should be noted that treatment does continue past the discharge point until the compliance point 6 km downstream. Approximately 80% of the land that is associated with the sewage lagoon is federal.

Ideally, waste water should be held for a year before being discharged in the fall. Natural treatment seems to occur at a greater rate during the summer. The treatment of sewage has been assisted by the City's total water consumption decreasing over time even though Yellowknife's population has increased. This is largely as a consequence of the leak detection and bleeder reduction program. This has benefited the City in reducing wastewater flows to the already overloaded lagoon.

Lagoon's Performance

The lagoon does have certain parameters of non-compliance with the City's water license including pH and BOD (biodegradable oxygen deficiency). The City had a study entitled "Fiddlers Lake Sewage Lagoon Treatment Study" recently completed which looked at future options of the City meeting its water license.

In addition, Environment Canada is considering legislating additional criteria for sewage lagoons to monitor and in the future comply with.

Our current sewage lagoon system provides for a rich environment for wetlands and for animals.

Environment Canada has been working on pollution prevention initiatives and have recommended adopting the Proposed Risk Management Strategy for Ammonia Dissolved in Water, Inorganic Chloramines and Chlorinated Wastewater Effluent under the Canadian Environmental Protection Act, 1999.

The proposed strategy says that if communities have a discharge of greater than 5,000 cubic feet of wastewater per day, and meet the following three conditions, they fall into the P2 category and will be required to implement the recommended guidelines. The three conditions include:

1. The concentration of total residual chlorine exceeds 0.02 mg/L at any time during the 2004 calendar year.
2. The concentration of total ammonia nitrogen in the effluent exceeds 16 mg/L and the design depth of water over the effluent release point is less than 15 times the diameter of the discharge

pipe or the diameter of a diffuser port in the discharge pipe, at any time during the period June 1, 2004 to September 30, 2004.

3. The effluent is released into fresh water and the concentration of total ammonia nitrogen in the effluent exceeds 16 mg/L, and the pH of the surface water upstream from the effluent release point exceeds 7.5 at any time during the period June 1, 2004 to September 30, 2004.

In the Northwest Territories, only the City of Yellowknife will be affected because its water consumption is approximately 7,600 cubic meters per day. The City of Yellowknife does not disinfect its wastewater with chlorine so residual chlorine may not be a problem. However we may have a problem with ammonia and pH.

The question is, with a lagoon that is sometimes non-compliant with some parameters and, with more stringent guidelines coming, what are the options:

1. Mechanical treatment of sewage would be in the \$22,000,000 range.
2. Expanding the wetland treatment which could be costly but more work is required.

Environment Canada will be sending the final notification to affected communities in the future should the legislation pass. If the City is an affected community, it will have until 2007 to provide an action plan to Environment Canada respecting how it will implement measures to meet the guidelines. The action plan is required to be implemented by December 2010.



Next Steps

The City should work to obtain the lagoon and wetlands areas.

Additional sampling is required to understand how the downstream areas assist in treating the sewage. This knowledge will assist in pursuing how to make the sewage lagoon and associated wetlands compliant with current and future regulations.

The City should obtain additional sampling and assessment of the lagoon. This should be done through planning studies of \$50,000 in order to provide an Action Plan to Environment Canada in 2007.

Retention Pond

The planning study and design in 2006 and 2007 will examine the benefits of a retention pond. At this point, we believe that a retention pond is the most cost-effective measure that will satisfy the regulatory requirements for treatment.

This project works towards meeting Council's Goals #2¹ and #4².

O&M IMPACT This will probably increase in future years to maintain the retention pond.



¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2006 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING
DIVISION	WATER & SEWER Corrugated Metal Pipe (CMP) Replacement Program
PROJECT	Water & Sewer Infrastructure Replacement
COST	2006: \$2,753,000 2007: \$2,677,000 2008: \$2,200,000
STATUS	Replacement
PHASE	Program initiated in 1984 and is ongoing
DESCRIPTION	<p>The water and sewer capital projects are part of ongoing replacement of the deteriorated water and sewer mains, and upgrading of residential water and sewer services.</p> <p>Background - The Development of the City's Water & Sewer Infrastructure</p> <p>The majority of the City Of Yellowknife is on piped water and sewer service with the exception of Old Town, Latham Island, Kam Lake Industrial Park, Commercial Buildings at the Airport, and some commercial buildings along Old Airport Road.</p> <p>In the late 1940s, the City began providing piped water and sewer services in the present downtown area. Pumphouse # 1 was constructed during this time to draw water from Great Slave Lake and distribute water to the downtown residents of Yellowknife.</p> <p>Expansion of the City through the 1950 & 1960s was predominantly in the downtown later referred to the Central</p>

Business District (CBD). In the later 1960s, the expansion had reached the area of 50A Avenue and 57th Street.

The City continued to obtain its water directly from Great Slave Lake until runoff and windblown arsenic resulted in high arsenic levels in the water and lake bottom sediments. In 1969, a new water intake line was constructed from the mouth of the Yellowknife River to Pumphouse 1. The submarine line is still in use and is a good example of Yellowknife's aging infrastructure requiring major work in the future. The estimated cost of replacement of the water intake line is about \$5 million.

There was considerable expansion during the 1970s. The early 1970s saw the development of Matonabee/Gitzel streets and construction along Forrest Drive. Pumphouse 3 was constructed in 1970 to serve the new areas of the City. In 1976, development began in Frame Lake South in the area of Bromley Drive and Williams Avenue. To supply water to this area, Pumphouse 4 was constructed in 1978 to serve Frame Lake South and Range Lake North areas. Pumphouse 4 has a capacity of servicing 10,000 people, and currently serves about two thirds of the capacity.

In the 1980s, expansion of the City was generally in Frame Lake South. In the 1990s, expansion of the City was generally in Range Lake North. Pumphouse 5, the recirculation pumphouse, was built in 1989 and serves as a recirculation station which simply keeps the water moving to avoid freezing in the Range Lake area.

Expansion in 2005 to 2022 for residential development is envisioned to be in Niven Lake and Tin Can Hill.



Water and Sewer Replacement Program

Water and sewer mains and services in the downtown core of the City had been installed in the 1940s and 1950s. By 1977, the sewer mains had degraded to a point of failing entire sections of the City's piped system. This jeopardized the provision of reliable and safe water and sewer services for a significant part of the city.

Corrugated metal pipe (CMP) sanitary sewers were first installed in Yellowknife in the 1940s and continued to be used until 1977. After 1977, ductile iron pipe became widely available as a viable and cost-effective alternative. CMP was considered feasible at the time due to its ability to withstand deformations resulting from permafrost deformation or freeze thaw ground movements, its low economic cost, and its ability to withstand the necessary freighting from Edmonton to Yellowknife. However, infrastructure replacement programs have revealed that CMP used in the 1940s is badly corroded and in some cases, is no longer intact for the bottom half of the pipe. Sewers without bottoms will sometimes collapse, resulting in the blocking of the pipe, and causing sewage to back up into the homes of residents. In some cases sewage is traveling into the surrounding environment which results in high groundwater infiltration and gravel/soil accumulation in sewers which in turn taxes the City's remaining infrastructure.

Cast iron water mains were installed at the same time as the CMP sanitary sewers from the 1940s to the early 1970s. These cast iron water mains are uninsulated and as a result, substantial thaw settlement of areas with permafrost has occurred. This results in pulling apart at

the joints and sudden failure of the mains in some locations. The uninsulated mains necessitated substantial heating of the water to prevent freezing of the water mains. Finally, the water mains originally installed were not large enough, in many cases, to provide current levels of fire protection.

The useful life of the CMP sewers, installed during the 1940s through the 1970s, has been found to be about 25 to 30 years. In 1984, a program was initiated by the City to replace all of its deteriorated water and/or sewer piping in the downtown core - referred to as the Central Business District (CBD). As this was far beyond the City's financial capabilities, the GNWT funded a significant portion of the replacement costs annually. Since 1984, the City, along with GNWT cost sharing, has spent nearly \$23 million and an estimated \$7 million is required to complete the CBD area for piping infrastructure. A substantial amount of CMP sewer and cast iron water mains lies outside of the CBD and also needs to be replaced.

With the ongoing replacement programs continuing today, the City changed the standard to more modern materials such that the water mains are now insulated ductile iron pipe and the sewer mains are ductile iron. With the newer materials and standard installation construction practices, the life expectancy of water and sewer pipes can be as much as 50 years. While 50 years is expected, the actual life of a particular pipe will vary depending on the area of town where the water and sewer infrastructure is located. In Yellowknife, we have three different areas of rock, granular native material, and frost susceptible soils.

A note of caution in assuming life expectancy - some areas of the City have inferior ground conditions (frost susceptible soils) which will result in lower life expectancies. An example of this is Horton Crescent. The City has had to replace/upgrade the infrastructure within 20 years on Horton Crescent due to unstable ground conditions in the area.

Typically, the driving force for the replacement of the water and sewer mains has been the perforated corrugated metal pipe sewer lines which have collapsed. The replacement program consisted of not only replacing the sewer pipes but, while the trenches are open, upgrading the water mains and services to current standards and levels of installation.

Included in the annual Water & Sewer Upgrading Programs are the following:

1. Replacement of existing corrugated metal pipe sewer mains with ductile iron pipe.
2. Concrete sewer manholes.
3. Replacement of existing cast iron water mains with appropriately sized insulated ductile iron pipe.
4. Replacement of single heat traced copper service lines with a dual, insulated copper recirculating system.
5. Replacement of in-line hydrants and valves with hydrants and valves located in insulated, poured-in-place concrete vaults with manhole access.
6. Road stabilization and reconstruction with crushed rock backfill.

7. Completion of the project with concrete sidewalks and a paved roadway.

As part of its water/sewer infrastructure replacement program, the City also replaces single line water services (both the heat trace type and Aquaflow). We suspect that a significant number of these are inoperative leading to freeze-ups during the winter. Generally, when single line services fail, a bleeder is installed to avoid freezing. Bleeders work by continually running water so it doesn't freeze. The water coming out from the bleeders is wasted, and is a burden to the City's infrastructure. The bleeders and single line water services will be replaced with dual line insulated copper recirculating system. Sewer services will be repaired / replaced based on their condition assessed by a camera inspection and/or field determination.

Downtown

The majority of the work in the originally defined CBD area has now been completed, but Block 39 remains to be upgraded. Sewer mains in Block 39 were replaced by the City of Yellowknife prior to 1984. The water mains remain as 1948 vintage cast iron and are slated for replacement.

Fire Hydrant Replacement

Public Works staff with the Water and Sewer Division continually inspects fire hydrants to determine repairs or replacement. A faulty fire hydrant could lead to disastrous results. There are a number of fire hydrants that are in need of replacement.



2006 Water and Sewer Replacement Projects

School Draw between 44th Street and Lundquist Drive

Paving of School Draw will take place in 2006 if ground conditions are acceptable.

Gitzel Street between Franklin Ave to Dakota Court

The Water and sewer work was completed in this section of road in 2005. Paving of this area will take place if ground conditions are acceptable.

Franklin Ave. between 57th Street and Reservoir Road

The corrugated metal pipe sewer main and water mains in this area were installed between 1968 and 1974, and will have been in service for over 30 years.

The water main will be upgraded along the section of road with the purpose of increasing fire flows to both Gitzel and 57th Street. While the water mains are over 30 years old and are scheduled for replacement the diameter of the water main was not sized with the expansion that has been taking place in mind. Also over the years, standards for firefighting flows have been upgraded which justifies the replacement of the water mains. This limited infrastructure creates an additional burden on City staff (specifically firefighting crews) in terms of providing the crew the essential tools to complete their job.

Most of the work will take place outside of the roadway adjacent to Franklin Ave. thus limiting disruptions to traffic. The water mains along Gitzel Street are somewhat undersized and are unable to provide ideal or recommended firefighting flows for the Gitzel and

Matonabee Street areas. The first phase of Gitzel Street was completed in 2005 and the water mains were upgraded to 200 mm with the anticipation that the work along Franklin Avenue would take place.

Burwash Drive from Forrest Dr. North to 56th Street

The corrugated metal pipe sewer main in this area was installed in 1973, and will have been in service for more than 30 years. Given the type and age of the sewer line, the sewer pipe will be perforated and the bottom half will no longer be intact. Sewer pipes with corroded bottoms sometimes lead to collapsed pipes and disastrous results. Some sewage in this case is travelling into the surrounding environment; this results in high groundwater infiltration and gravel/soil accumulation in sewers, which in turn tax the City's remaining infrastructure.

This area of town has predominately single line services, which are protected by heat trace. By and large these heat traces are now all inoperative and many Aquaflows are in use. During the construction, the City will upgrade the water services to a two-line recirculation system for freeze protection of the residential services. While the services are being replaced, the City upgrades the water meters and installs remote readouts to the front of the house so City staff are able to read the water meters with a hand held unit.

The roadway surface has deteriorated due to underlying frost susceptible soils and/or permafrost degradation. Paving of the road will be deferred one year, provided that there does not appear to be any extensive movement/settlement during this time, to allow for the roadway to stabilize.

Included in the construction process is the upgrading of fire hydrants, storm sewers, and street lighting levels. Fire hydrant fire flows will be upgraded to the new standards, and the concrete vaults provide a more reliable system for shutting the water systems at the valves. Existing storm sewers will be inspected and regraded or replaced to upgrade their condition. As well, as streets are reconstructed, the City works with Northland Utilities Limited to ensure that street lighting levels are evaluated, and increased as required, to national standards.

In summary, the upgrade will include replacement of the old CMP sewer, replacement of the water main, installation of dual line insulated copper recirculating system, replacement of sewer services based on condition, upgrading of the fire hydrants, storm sewers, and street lighting levels, and roadway reconstruction.

Rycon Drive from Con Road to Burwash Drive

The last phase /portion of Rycon Drive will be completed this year. The project was first initiated in 2004. Included in the construction process is the upgrading of fire hydrants, storm sewers, and street lighting levels. Fire hydrant fire flows will be upgraded to the new standards, and the concrete vaults provide a more reliable system for shutting the water systems at the valves. Existing storm sewers will be inspected and regraded or replaced to upgrade their condition. As well, as streets are reconstructed, the City works with Northland Utilities Limited to ensure that street lighting levels are evaluated, and increased as required, to national standards.

In summary, the upgrade will include replacement of the old CMP sewer, replacement of the water main, installation of dual line insulated copper recirculating system, replacement of sewer services based on condition, upgrading of the fire hydrants, storm sewers, and street lighting levels, and roadway reconstruction.

Fire Hydrant Replacement

Public Works staff with the Water and Sewer Division continually inspects fire hydrants to determine repairs or replacement. A faulty fire hydrant could lead to disastrous results. There are a number of fire hydrants that are in need of replacement.



2007 Water and Sewer Replacement Projects

Woolgar Ave. From Bromley Drive to Byrne Road

The corrugated metal pipe sewer main and water mains along Woolgar were installed around 1976, and will have been in service for nearly 30 years. Given the type and age of the sewer line, the sewer pipe will be perforated and the bottom half may no longer be intact. The sewer main requires constant maintenance. Sewer pipes with corroded bottoms sometimes lead to collapsed pipes and disastrous results. Some sewage in this case is travelling into the surrounding environment. Corroded bottoms also result in high groundwater infiltration and gravel/soil accumulation in sewers, which in turn tax the City's remaining infrastructure. Past construction practices have created a need to address the street in particular in terms of ground movement which has had a negative impact on the infrastructure as well as the road surface and base.

Rycon Drive/Burwash Drive - Paving

This project is to pave the section of Con Road where water and sewer work was completed in 2006. This will occur provided that there does not appear to be any extensive movement/settlement during this time.

This project is to pave Burwash Drive where water and sewer work was completed in 2006. This will occur provided that there does not appear to be any extensive movement/settlement during this time.

Hordal Road

This project is to pave the section of Hordal Road where water and sewer and storm sewer work was completed in 2005. This will occur provided that there does not appear to be any extensive movement/settlement during this time.

Lanky Court

The corrugated metal pipe sewer main and water mains along Lanky Court were installed around 1973, and will have been in service for over 30 years. Given the type and age of the sewer line, the sewer pipe will be perforated and the bottom half may no longer be intact. The sewer main requires constant maintenance. Sewer pipes with corroded bottoms lead to collapsed pipes and disastrous results. Some sewage in this case is travelling into the surrounding environment. Corroded bottoms also result in high groundwater infiltration and gravel/soil accumulation in sewers, which in turn tax the City's remaining infrastructure. Past construction practices have created a need to address the street in particular in terms of ground movement which has had a negative impact on the infrastructure as well as the road surface and base.

Fire Hydrant Replacement

Public Works staff with the Water and Sewer Division continually inspects fire hydrants to determine repairs or replacement. A faulty fire hydrant could lead to disastrous results. There are a number of fire hydrants that are in need of replacement.

2008 Water and Sewer Projects

Gitzel Street from Dakota Court to Matonabee Street

The City has received several complaints about the condition of the street and sidewalk. The street is undergoing differential settling which has created a poor driving surface. The underground infrastructure was installed in 1970 and is nearing the end of its useful life.

Sewer pipes with corroded bottoms sometimes lead to collapsed pipes and disastrous results. Some sewage in this case is traveling into the surrounding environment. Corroded bottoms also result in high groundwater infiltration and gravel/soil accumulation in sewers, which in turn tax the City's remaining infrastructure. Any sanitary sewer collapse would cause sewage to drain directly into Frame Lake. A portion of the sanitary sewer was already replaced in 2001. The other driving factor is increasing the fire flows with the area to meet the recommended flows. The water mains leading to this section of road will have been upgraded in the previous years.

Con Road from Rycon Drive to 54th Street

The corrugated metal pipe sewer main in this area was installed in 1973, and will have been in service for 30 years. Given the type and age of the sewer line, the sewer pipe will be perforated and the bottom half will no longer be intact. Sewer pipes with corroded bottoms sometimes lead to collapsed pipes and disastrous results. Some sewage in this case is travelling into the surrounding environment; this results in high groundwater infiltration and gravel/soil accumulation in sewers, which in turn tax the City's remaining infrastructure.

The roadway surface has deteriorated due to underlying frost susceptible soils and/or permafrost degradation. Paving of the road will be deferred one year, provided that there does not appear to be any extensive movement/settlement during this time, to allow for the roadway to stabilize.

Included in the construction process is the upgrading of fire hydrants, storm sewers, and street lighting levels. Fire hydrant fire flows will be upgraded to the new standards, and the concrete vaults provide a more reliable system for shutting the water systems at the valves. Existing storm sewers will be inspected and regraded or replaced to upgrade their condition. As well, as streets are reconstructed, the City works with Northland Utilities Limited to ensure that street lighting levels are evaluated, and increased as required, to national standards.

In summary, the upgrade will include replacement of the old CMP sewer, replacement of the water main, installation of the dual line insulated copper recirculating system, replacement of sewer services based on condition, upgrading of the fire hydrants, storm sewers, and street lighting levels, and roadway reconstruction.

Forrest Drive between Burwash Road and 51A Ave.

The corrugated metal pipe sewer main and water mains along this last section of Forrest Drive were installed around 1974, and will have been in service for over 30 years. Given the type and age of the sewer line, the sewer pipe will be perforated and the bottom half may no longer be intact. The sewer main on requires constant maintenance. Sewer pipes with corroded bottoms sometimes lead to collapsed



pipes and disastrous results. Some sewage in this case is traveling into the surrounding environment. Corroded bottoms also result in high groundwater infiltration and gravel/soil accumulation in sewers, which in turn tax the City's remaining infrastructure. Past construction practices have created a need to address the street in particular in terms of ground movement which has had a negative impact on the infrastructure as well as the road surface and base. This is the last section of Forrest Drive where the water and sewer infrastructure needs replacement. Once the section is completed, the entire length of Forrest Drive will have been upgraded with ductile iron pipes.

Fire Hydrant Replacement

Public Works staff with the Water and Sewer Division continually inspect fire hydrants to determine the need for repairs or replacement. A faulty fire hydrant could lead to disastrous results. There are a number of fire hydrants that are in need of replacement.

Woolgar Ave.- Paving

This project is to pave the section of Woolgar Ave. between Bromley Ave and Bryne Road where water and sewer and storm sewer work was completed in 2007. This will occur provided that there does not appear to be any extensive movement/settlement during this time. Most movement in the past was associated with breaks and subsequent repairs of the residential water and sewer services located along this road.

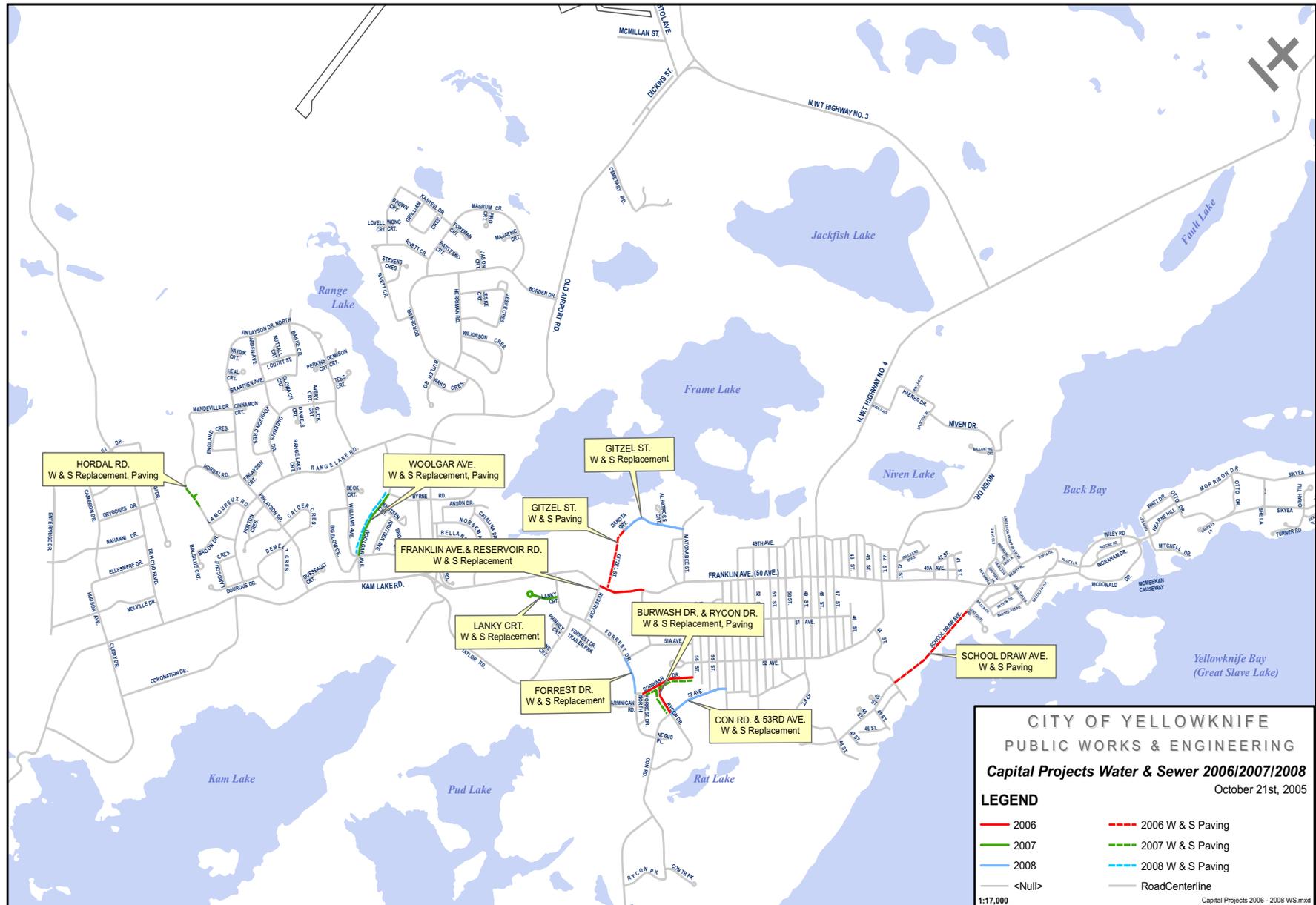
This works towards Council's Goals #2¹ & #3².

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A well-planned City that promotes responsible and quality urban development.

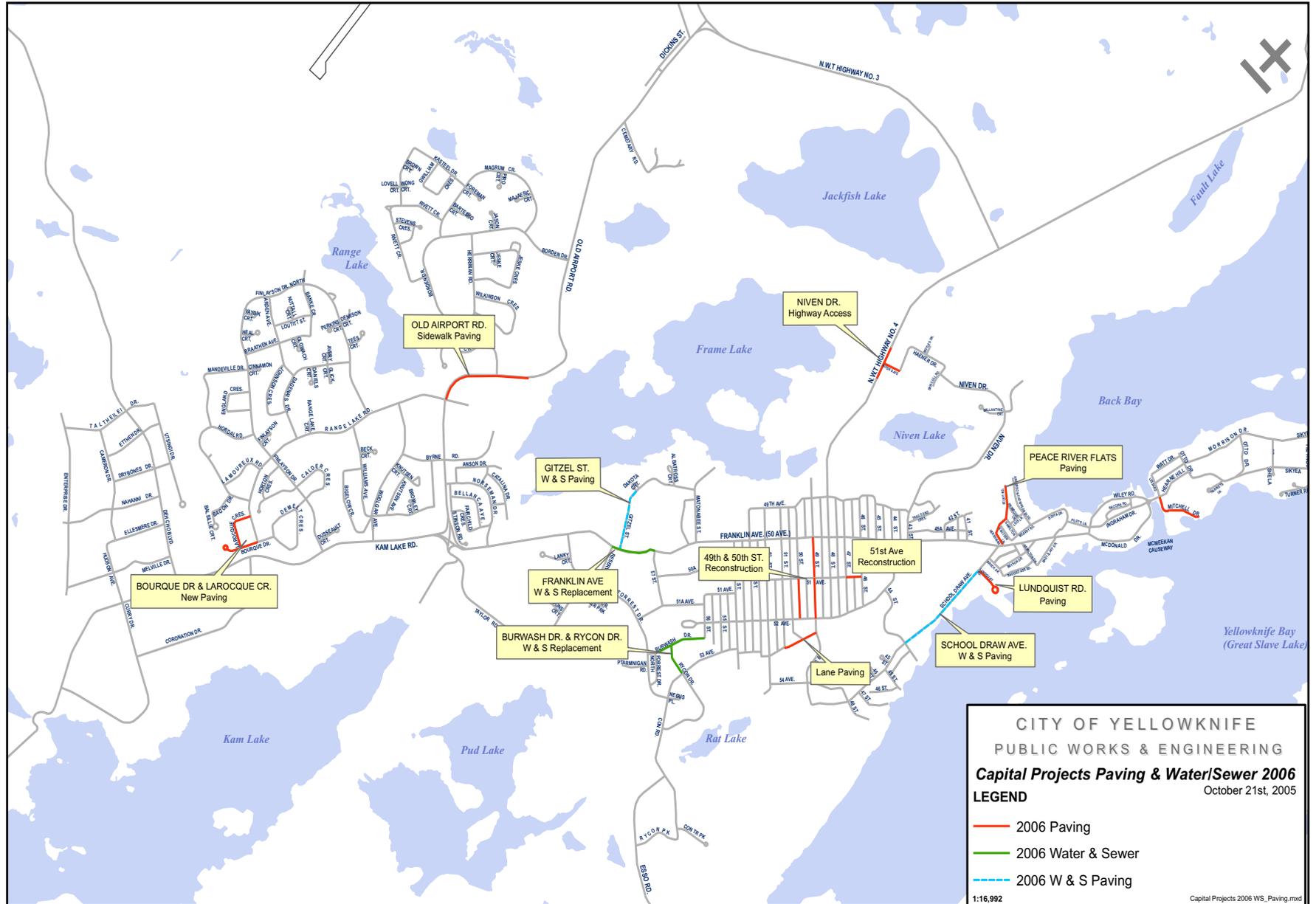
CAPITAL FUND - 2006 Capital Projects

Three-Year Water and Sewer Program



CAPITAL FUND - 2006 Capital Projects

2006 Paving and Water & Sewer



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CAPITAL FUND - 2007 Capital Projects

		2007 Budget Recommended (\$000s)	Formula Funding (\$000s)	IT Reserve (\$000s)
General Government	<u>Page No.</u>			
Tourism Marketing & Development	187	40	40	-
Information Technology				
Network Upgrades	188	25	-	25
GIS Integration	189	150	-	150
Server Replacement	191	25	-	25
IVR Enhancements	304	25	-	25
Library Public Access Expansion	305	18	-	18
Corporate Budgeting Software, CFAB	306	45	-	45
WorkTech Integration	199	12	-	12
Sub Total		340	40	300

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT IVR Enhancements

COST \$25,000

STATUS New

PHASE 1 of 1

DESCRIPTION The City can build on the Interactive Voice Response technology base that was established under the Smart Communities initiative to improve customer service levels.

Possible application areas include re-establishing courtesy calls to remind citizens of outstanding parking tickets, introducing a service to call citizens to remind them of outstanding library loans, and adding a feature to call program participants to advise them of program related information.

This project works towards City Council's Goals #1¹ and #5².

O&M IMPACT This project will not directly impact O&M expenditures, however improvements to the Interactive Voice Response System will reduce the staff time spent on routine tasks.

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

²A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2007 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Library Public Access Expansion

COST \$18,000

STATUS New

PHASE 1 of 1

DESCRIPTION The library currently has six workstations that are available to the public at no cost. According to the "Facility Review and Future Requirements for the Yellowknife Public Library", by 2006 the library should have 27 workstations available. Considering current facility expectations, we anticipate being able to provide space comfortably for a total of only 12 workstations.

We therefore request six more workstations with software to match the existing ones. These workstations should also have software installed to match the other computers, including Microsoft Office, Microsoft Encarta, and CybraryN software for control purposes.

This project works towards City Council's Goal/Action #3.12¹.

O&M IMPACT With 17,000 Internet sessions in 2004, it has been shown that the public workstations are extremely popular in the library. They are used by patrons checking e-mail, new immigrants looking for federal forms, job hunters typing résumés, foreign visitors connecting with family, students doing homework, and correspondence students taking courses.

These computers are an important draw for the library. If we are unable to provide this service to meet the demand,

we risk losing patrons who come to the library for this service, and also risk losing the collateral benefit of these same users borrowing materials from the library, our staple service.

Additionally, users take advantage of the laser printer, paying \$0.10 per sheet and generating hundreds of dollars of revenue every month.

IT staff will have to respond to a growing number of maintenance issues as the number of workstations increases.

¹ Continue implementation of the recommendations contained in the Library Study.

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT CFAB – Corporate Budgeting Software

COST \$45,000

STATUS New

PHASE 1 of 1

DESCRIPTION Presently, the City of Yellowknife does not have an application for capital budget development. We are using Excel spreadsheets for financial data and Word for write-ups. As a result, the following challenges arise:

- Sometimes capital projects do not go through the proper approval process.
- There is duplication of data input. We enter data into Excel spreadsheets for the budget presentation and, once the budget is approved, we have to re-enter that data into our financial system, Great Plains.
- It is very time consuming to make changes to PageMaker, our budget publication application. PageMaker is not user-friendly and is considered obsolete by print providers.
- We do not have one application for capital budget, forecast and progress reporting.

In order to streamline the capital budgeting process, Corporate Services proposes to purchase the web-based capital budgeting software, CFAB, created by Questica Inc., a Burlington, Ontario-based software developer. This software has the following features:

- We will be able to set up a proper work flow pattern (i.e., Managers – Director – Corporate Services –

City Administrator – Corporate Services). Project snapshots will show the history of the project from initiation to current status, allowing us to track workflow and control each budget project throughout its lifecycle.

- CFAB has an e-mail notification module which will automatically inform users when a project has been promoted or demoted to the appropriate level for review.
- The software can be integrated with our financial system, Great Plains.
- It will meet our forecast and progress reporting requirements with milestones and cash flow. Status reports can be printed out by project for management review.
- It has long-term capital planning capability.
- It can rank projects according to many criteria.
- The software can be fully secured from unauthorized access, yet allows users remote access from any location where the internet is available.
- It will only be necessary to enter data once into CFAB and that data will then be integrated into Great Plains.
- All capital write-ups will be prepared in CFAB and, if there are any changes, they can be made directly to CFAB for final publication. We do not need to go through another media, PageMaker.
- Pictures and maps can be easily copied and pasted into CFAB.
- Graphs and charts can be produced from the financial data.
- Once this software is adopted, we will have one system that integrates all departments for budgeting, forecasting and progress reporting.

The estimated cost for 15 licensed users and 5 implementation days is:



CAPITAL FUND - 2007 Capital Projects

Initial software investment of \$41,050
(includes annual maintenance cost of \$4,050).

This project works towards City Council's Goal #5¹.

O&M IMPACT Annual maintenance cost of \$4,050 will be required
from 2009 onwards.

¹A professional well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2007 Capital Projects

		2007 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)	MACA Capital Grant (\$000s)
Community Services	<u>Page No.</u>				
Arenas					
Multiplex Completion	207	20	20		
Library					
Special Collection	210	12	12		
Library Renovations	309	471	61		410
Parks/Trails					
Niven Lake Trail Upgrade	310	47	47		
Parks Upgrade - Medians/ Boulevards	311	90	90		
Playground Equipment Replacement - School Draw Park	218	80		80	
Civic Plaza/Somba K'e Park/Library Site Design & Development	220	1,000			1,000
Pool					
Waterslide Study	312	30	30		
Waterfront Development					
Waterfront Plan Implementation	225	130	130		
City Hall					
Upgrades	227	29	29		
Subtotal		<u>1,909</u>	<u>419</u>	<u>80</u>	<u>1,410</u>



CAPITAL FUND - 2007 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION LIBRARY

PROJECT Library Renovations

COST \$470,889

STATUS Ongoing

PHASE 2 of 3

DESCRIPTION In 2001, the City commissioned a study on the future requirements of Yellowknife Public Library to address both the present and future needs of the Library to 2016. Phase 2 will continue the phased approach to renovation begun in 2004.

This second phase will concentrate on the main part of the library and will include carpeting and painting this area as well as demolishing both a raised area in the children's area and a number of non-structural columns. An extra office is planned as is improved lighting throughout this area. New furniture acquisitions will include a reference desk, shelving, study carrels as well as tables and chairs consistent with the quantity recommended in the [Facility Review and Future Requirements for the Yellowknife Public Library](#) by Library Planning Consultants.

As well, the projected cost will include architectural fees and moving costs for the collection, which will need to be packed up and stored temporarily during this major renovation.

The current carpeting is the original floor covering and has become a safety hazard due its ripped and worn state. Library walls are in need of patching and fresh paint and collection space is now at a premium. It is anticipated that razing the platform in the children's area combined with

reduction in the size of the footprint of the reference area and reorganization of the book stacks will free up space for collection expansion which is in keeping with the recommendation made by the [Facility Review and Future Requirements for the Yellowknife Public Library](#) that space concerns would need to be addressed by 2006.

The proposed renovation will require a closure of at least one month, which will result in the public not being able to access materials.

Costs associated with this phase of the renovation can be broken down as follows:

- Construction costs including design, demolition and modifications plus electrical costs - \$139,359
- Painting and Carpeting- \$162,500
- Millwork, shelving and furnishings - \$169,030

This project accomplishes Council's Goal/Action #3.12¹.

O&M IMPACT

There will be no direct affect on the O & M budget. Rather, this project will provide for increased space for collection expansion as well as enhancing comfort and aesthetics.

¹Continue implementation of recommendations contained in the Library Study.

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION FACILITIES

PROJECT Niven Lake Trail Upgrade

COST 2007 \$47,000
2008 \$48,000

STATUS Upgrade

PHASE 2007 1 of 4
2008 2 of 4

DESCRIPTION With the formalization of the Niven Lake Subdivision, it is becoming increasingly clear that the Niven Lake Trail will see increased use. It is proposed that the City begin paving the existing sections of this trail to increase the usefulness of the trail. This will formalize our commitment to providing trail access to all citizens. This will work towards City Council's Goal/Action #3.9¹.

2007

It is proposed the unpaved section of the Niven Lake trail from Rockcliff Apartments to the bridge by the power station be paved. This will give the City a starting point in the trail construction.

2008

It is proposed the unpaved section of the Niven Lake trail from where the paving left off in 2007 to the bird blind behind the Niven Lake Apartments be paved.

O&M IMPACT The trail will need to be maintained in the winter. This will increase the O&M by \$500/year per project completed.

¹Complete a community services master plan that addresses Green Spaces, balanced neighborhoods and interconnected trail systems.



CAPITAL FUND - 2007 Capital Projects

DEPARTMENT COMMUNITY SERVICES

2008

DIVISION FACILITIES

This year, it is proposed that the existing boulevards along Franklin Ave and Old Airport Road be installed with automatic sprinklers.

PROJECT Parks Upgrade – Medians/Boulevards

COST 2007 \$90,000
2008 \$45,000

Budget - 2007

STATUS New

McNiven Tennis Courts Median: \$6,000
YKCA to Northlands Median: \$9,000
Fire Hall Median: \$9,000
Fire Hall Triangle Island: \$14,000
Fire Hall to McDonalds Median: \$9,000
McDonalds to Hospital Median: \$19,000
Co-op Median: \$24,000
TOTAL \$90,000

PHASE 2007 1 of 2
2008 2 of 2

Budget - 2008

DESCRIPTION The current method of watering the medians and boulevards is labour intensive. By installing the new and existing areas with an automated sprinkler system similar to that of City Hall, the process will be streamlined and much more efficient and effective. Staff that had been dedicated to watering will be available for other park related duties. This will work towards meeting City Council's Goal/Action #3.11¹.

Multiplex to Monkey Tree: \$15,000
Franklin Hill (towards Old Town): \$8,000
YKCA along Franklin: \$7,000
CBC to Tommy Forrest: \$15,000
TOTAL \$45,000

2007

It is proposed that the medians and traffic triangles that are between McNiven Tennis Courts and the Co-op grocery store be grassed and/or treed. This will include an automatic sprinkler system to operate in off hours and remedial work such as installation of black dirt in the areas.

O&M IMPACT

With the efficiencies achieved by installing an automated watering system, no extra staff to maintain the grass will be required. There will be an increase in O&M costs for maintaining a new 3,100 sq.m. of Class A Park of \$9,300 per year starting in 2008.

¹Continue to beautify the community wherever possible.

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT COMMUNITY SERVICES

DIVISION PROGRAMS DIVISION

PROJECT Ruth Inch Memorial Pool Waterslide Study

COST \$30,000

STATUS Planning

PHASE 1

DESCRIPTION The Ruth Inch Memorial Pool has been open to the public since 1988. The pool originally featured a zero entry pool, wave action and steam room. Over time, it is expected that attendance at the pool will decrease. To address this trend it is typical to add amenities to ensure a high level of public interest is maintained over time. Over the course of the pool's life, several items such as pool toys and a climbing wall have been added to address the issue.

It has been noted in surveys and studies that there is interest in the community for a waterslide in the Ruth Inch Memorial Pool.

It is proposed that an investigative study be completed to determine the feasibility of installing a water slide in Ruth Inch Memorial Pool. This project assists in meeting Council's Goal #1¹.

O&M IMPACT A study of this nature will not impact current Operational and Maintenance costs.

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



CAPITAL FUND - 2007 Capital Projects

	<u>2007 Budget Recommended (\$000s)</u>	<u>M.E.R. Reserve (\$000s)</u>
Public Works & Engineering		
	<u>Page No.</u>	
Fleet Management		
Community Services		
89 FORD RANGER- Unit 70	32	32
Snapper Tractor- Unit 79	20	20
97 FORD F 150- Unit 92	32	32
Inspection		
97 Ford Crown Victoria- Unit 8	30	30
Municipal Enforcement Division		
Ford Crown Victoria- Unit 95	30	30
Snowmobile Yamaha VMAX 600cc- Unit 121	11	11
Snowmobile Yamaha VMAX 600cc- Unit 122	11	11
City Garage		
Ford 1 Ton with lift- Unit 9	45	45
Roads & Sidewalks		
Bob Cat Loader 742B- Unit 3	60	60
Cat 140F Grader- Unit 22	205	205
Ford Tandem Aeromax L9000- Unit 96	115	115
45 Ton Lo Boy Trailer- Unit T011	10	10
Solid Waste Management		
GMC Tandem- Unit 37	115	115
GMC Sierra C3500- Unit 84	45	45
Water & Sewer		
GMC 3 Ton (replace with trailer mtd steamer)- Unit 55	65	65
Ford F150- Unit 73	32	32
Ford F150-Unit 78	32	32
Ford F150-Unit 87	32	32
Ford Econoline van Unit 93	40	40
Fleet Total	<u>962</u>	<u>962</u>
	316	

CAPITAL FUND - 2007 Capital Projects

		2007 Budget Recommended (\$000s)	Formula Funding (\$000s)	Gas Tax Rebate (\$000s)	Capital Fund Balance (\$000s)
Engineering & Garage	<u>Page No.</u>				
New Parking- Garage	319	135	135	-	-
Roads & Sidewalks					
Road Rehabilitation	247	1,900	1,900	-	-
Traffic Lights UPS	255	35	35	-	-
Drainage Improvements	258	25	25	-	-
New Bus Shelters & Route Posts	261	20	20	-	-
		<u>2,130</u>	<u>2,130</u>	-	-
Solid Waste Management					
Landfill					
New Landfill	262	100	-	100	-
Baling Facility Mechanical Upgrades	264	25	-	25	-
Recycle Scrap Vehicles and Scrap Steel	320	50	50	-	-
Recycling Bins	266	60	60	-	-
Weigh Scale & Site Work	321	210	-	210	-
Site Restoration	268	170	-	-	170
		<u>615</u>	<u>110</u>	<u>335</u>	<u>170</u>
Community Energy Plan (CEP) Initiatives					
CEP - Projects	322	100	-	100	-
		<u>100</u>	<u>-</u>	<u>100</u>	<u>-</u>



CAPITAL FUND - 2007 Capital Projects

		2007 Budget Recommended (\$000s)	Formula Funding (\$000s)	Water & Sewer User Fees (\$000s)	MRIF & Innovation Funding (\$000s)	Grants (\$000s)	M.E.R. Reserve (\$000s)	Gas Tax Rebate (\$000s)	Capital Fund Balance (\$000s)
Pumphouses/Liftstations (PHs/LSs)	Page No.								
Water Treatment Plant	271	2,825	-	732	-	538	-	1,555	-
Liftstations Capital Upgrades	275	50	-	50	-	-	-	-	-
Reservoir Flushing, Cleaning & Repairs	276	25	-	25	-	-	-	-	-
Pump Replacement Program	277	100	-	100	-	-	-	-	-
Monitor & Controls Assessment	279	100	-	100	-	-	-	-	-
Remote Pressure & Temperature Monitoring	283	60	-	60	-	-	-	-	-
New Piping for LS#5	285	100	-	100	-	-	-	-	-
Other									
Water Meter Replacement & Upgrades	287	75	-	75	-	-	-	-	-
Water Meter Replacement For PHs & LSs	288	15	-	15	-	-	-	-	-
Sewage Lagoon	289	150	-	150	-	-	-	-	-
CMP Replacement Program	292	2,677	-	919	879	879	-	-	-
		6,177	-	2,326	879	1,417	-	1,555	-
PW Subtotal		9,984	2,240	2,326	879	1,417	962	1,990	170

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION FLEET MANAGEMENT

PROJECT Upgrading of Fleet

COST \$962,000

STATUS Replacement/New

PHASE Ongoing

DESCRIPTION The City of Yellowknife has a fleet of 110 heavy-duty and mobile equipment that support Fire and Ambulance, Road Maintenance, Water and Sewer Maintenance, Solid Waste, Parks, Arenas and administrative functions.

The replacement vehicles listed have passed their useful life according to the City of Yellowknife practices. In addition they are recommended for replacement according to an assessment carried out by mechanics.

Pickups

According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after five years and replaced after eight years. We currently have 42 pickups in the fleet and 31 of them are over eight years old. The average age of the fleet is 11 years. If the policy were followed the average age of the fleet would be four years. Only 10 are currently not due for replacement. Replacing the aging fleet will lower the O&M to operate the fleet. Five pickups have to be replaced every year to maintain the fleet to the policy standard. If the

standard is not followed, more maintenance staff will have to be hired to maintain the fleet to a safe and operational level as well as increased costs. Only 10 pickups have been replaced in the last 8 years.

Medium Duty Trucks

According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after eight years and replaced after ten years. The City currently has 11 medium duty trucks in the fleet and seven of them are over ten years old. The average age of the fleet is 12 years. If the policy were followed the average age of the medium duty truck fleet would be five years.

By-law Vehicles

These are to be replaced every 2 years or 100,000 km. The average age of the fleet of 3 By-law vehicles is 5 years (year 2000) and all have over 100,000 km. Due to the high usage, By-law vehicles require a high amount of maintenance (nearly 5 times that of similar vehicles in the fleet). For this reason it is important to maintain the replacement of the vehicles.

Heavy Trucks

The heavy trucks are to be replaced every 12 years. Currently the age of the fleet is 7 years old, and the average age should be 6 years old. Trucks are used for City projects and snow removal in the winter. Cost of operating these vehicles over hiring contractors is about ½ the cost. Each truck is operated for about 1,000 hrs/yr, saving the City \$45,000 per year for each truck it operates rather than contracting out. As trucks get older, increased maintenance



and repairs are required, such as replacing motors and transmissions at a cost of \$20,000 and \$10,000 respectively. Breakdowns inevitably occur when equipment is needed resulting in a cost to the City to engage contractors.

Heavy Equipment

The heavy equipment is to be replaced every 12 years. Currently the age of the fleet is 13 years old, and the average age should be 6 years old. Heavy equipment is used for City projects and snow removal in the winter. Cost of operating our equipment over hiring contractors is about ½ the cost. Each heavy equipment is operated for about 1000 hrs/yr, saving the City \$45,000 per year each truck it operates. As heavy equipment gets older, increased maintenance and repairs are required such as replacing motors and transmissions at a cost of \$30,000 and \$20,000 respectively. Breakdowns inevitably occur when equipment is needed resulting in a cost to the City to engage contractors.

The City has explored contracting out heavy equipment services and leasing vehicles, but recommends the acquisition of replacement vehicles as the most cost effective option for the City.

This project addresses City Council's Goal #5¹.

O&M IMPACT Maintenance costs will decrease if the City of Yellowknife Fleet Management Practices are followed due to reduced fuel consumption and repair costs.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2007 Capital Projects

Vehicle Unit #	Year	Replacement Year/Standard	Replacement Value
Bobcat Loader 742B - Unit 03	1993	2003	\$60,000.00
97 FORD CROWN VICTORIA-Unit 8	1997	2005	\$30,000.00
Ford 1 Ton with lift - Unit 09	1990	2000	\$45,000.00
Cat 140F Grader-Unit 22	1990	2002	\$205,000.00
GMC Tandem - Unit 37	1993	2005	\$115,000.00
GMC 3 Ton(replace w/trailer mtd steamer)Unit 55	1981	1991	\$65,000.00
89 Ford Ranger - Unit 70	1989	1997	\$32,000.00
Ford F150 - Unit 73	1993	2001	\$32,000.00
Ford F150 - Unit 78	1994	2002	\$32,000.00
Snapper Tractor - Unit 79	1992	1997	\$20,000.00
GMC Sierra C3500 - Unit 84	1996	2006	\$45,000.00
Ford F150 - Unit 87	1997	2005	\$32,000.00
97 Ford F150 - Unit 92	1997	2005	\$32,000.00
Ford Econoline Van - Unit 93	1990	1998	\$40,000.00
Ford Crown Victoria - Unit 95	2002	2004	\$30,000.00
Ford Tandem Aeormax L9000 - Unit 96	1996	2008	\$115,000.00
Snowmobile Yamaha VMAX 600cc - Unit 121	2003	2007	\$11,000.00
Snowmobile Yamaha VMAX 600cc - Unit 122	2003	2007	\$11,000.00
45 Ton Loboy Trailer - Unit T011	1980	2000	\$10,000.00
Total			\$962,000.00



CAPITAL FUND - 2007 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION GARAGE

PROJECT New Parking - Garage

COST \$135,000

STATUS New

PHASE 1 of 2

DESCRIPTION The Pine Point Shop floor is failing because of retracting permafrost. The existing building can be used for cold storage for stores. A heated parking space is required for parking diesel heavy equipment in the winter.

2007 - Design and site work \$135,000

2009 - Tender and construction \$200,000

The Pine Point Shop has been in service since the mid-1980s. The building has high maintenance costs due to shifting causing foundation failure, heat loss, overhead door repairs and building levelling.

The building has exceeded its use as a heated equipment garage but is still usable for cold storage.

The garage currently houses some of the City's snow removal and sanding equipment as well as patching equipment and patching products resulting in overcrowding.

The building proposed would be 4800 sq ft to house up to 8 pieces of heavy equipment and small tools and various products.

The project works towards Council's Goals No. #2¹ and #4².

O&M IMPACT Reduce building maintenance costs, fuel usage and offer a larger more cost-effective building.

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING
DIVISION SOLID WASTE MANAGEMENT
PROJECT Recycle Scrap Vehicles & Scrap Steel
COST 2007 \$50,000
2009 \$50,000
PHASE Ongoing

DESCRIPTION The Yellowknife Landfill is filling to capacity, leaving very little space to stockpile scrap vehicles. They cannot be placed on areas that have reached maximum elevation because of possibly contaminating our cover material. They also interfere with landfill closure work presently being carried out.

In 2003, the City of Yellowknife hired a contractor to crush all scrap vehicles and ship to Edmonton for recycling. Over 900 scrap vehicles were shipped. This was required as it became apparent during a fire that the vehicles were causing difficulty in fire fighting.

In 2005, the City of Yellowknife again hired a contractor to crush and ship scrap vehicles to Edmonton for recycling. A stockpile in excess of 500 had accumulated between 2003 and 2005.

This project works towards meeting City Council's Goal #2¹.

O&M IMPACT It is more cost effective to transport scrap vehicles out of Yellowknife than to landfill. If we landfill scrap vehicles, all fluids, batteries and mercury switches have to be removed. To do this and landfill, the cost per vehicle is approximately \$130. In 2003, it cost the City \$53 per vehicle for crushing and shipping. This cost increased to

\$80 per vehicle in 2005, still below land filling cost. A tipping fee was implemented July 1, 2005 of \$100 per scrap vehicle to recover this cost and also the disposal cost of the fluids, batteries, tires, and mercury switches.



¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.



CAPITAL FUND - 2007 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION SOLID WASTE

PROJECT Weigh Scale and Site Work

COST \$210,000

STATUS Replacement

PHASE 1 of 1

DESCRIPTION In 1998 a weigh scale was installed at the landfill and tipping fees were changed from a flat rate fee to a weight based fee. This scale was originally used at Bristol Pit before being moved to the landfill and its age is unknown.

This scale has to be inspected and calibrated annually by an accredited company under the Weights and Measures Act to receive certification from Measurements Canada. In June 2005 during an inspection by Accurate Scale, it was noticed that the scale is becoming less sensitive which is typically a sign that the scale is wearing out due to its age and the large volume of traffic that crosses the scale each day. They recommend the scale be replaced within the next two years.

On January 1, 2006, the City of Yellowknife will implement a User Pay System. This system will change the way the City receives revenue from a levy to a weight based system whereby multi family units and commercial businesses will be charged for the amount of waste they generate. The collection contractor will pay a tipping fee at the landfill.

With the Solid Waste Fund receiving the majority of its revenue from tipping fees, it is imperative that this scale operate year round. Downtime for the scale will translate into a significant loss of revenue to the City.

With a new landfill now in the preliminary design stage, a weigh scale can be relocated for public convenience, improved efficiency and would serve the City of Yellowknife for the lifespan of a landfill.

This project works towards Council's Goal #4¹.

O&M IMPACT Frequent repairs are required on this scale for public safety. Deteriorated decking has to be replaced. Side rails, which act as a tire guard and prevent vehicles from driving off the scale, require replacement, and the steel framing requires welding, etc.

O&M cost will decrease because of reduced maintenance and contracted costs such as welding.

¹ A financially healthy corporation that prudently manages its resources and maximizes value in both program and service delivery.

CAPITAL FUND - 2007 Capital Projects

DEPARTMENT PUBLIC WORKS & ENGINEERING

DIVISION PUBLIC WORKS & ENGINEERING DIRECTORATE

PROJECT Community Energy Plan Projects

COST

2007	\$100,000	CEP Projects
2008	\$100,000	CEP Projects

STATUS Ongoing

DESCRIPTION In early 2005, City Council established the Community Energy Planning Committee. A number of activities have taken place during the course of the year including:

- Visioning workshop held in February in which committee members began generating ideas to reduce greenhouse gases cost effectively.
- Baseline study was initiated and completed outlining the energy use across different sectors.
- Public meeting in June was held to engage the public in generating ideas.
- Report on energy roundtable that evaluated ideas from the committee members and the public was completed in September.
- Interim Community Energy Plan report with recommendations for City Council consideration - to be tabled at Municipal Services Committee in November.
- Federation of Canadian Municipalities Awards \$110,000 toward City Community Energy Plan (CEP) in November.

The 2004 energy baseline indicates that approximately 109 million litres of heating fuel and propane are consumed annually in Yellowknife for space heating across the residential, municipal, commercial/industrial and institutional sectors. Space heating of homes and buildings is the single largest use of energy, accounting for approximately 83% of energy use in the residential sector, about 71% in the commercial sector and 80% in the institutional sector.

Over the next 10 years, Yellowknife's use of energy is forecast to increase by almost 19%. If this occurs, similar levels of growth will occur with respect to the associated annual emissions and energy expenditures. Successful development and implementation of a Yellowknife Community Energy Plan has the potential to significantly reduce the forecast level of growth in energy use and emissions.

As this project is still in the planning stages, it is difficult to estimate how much money the City's businesses and residents may eventually spend or save as a result of implementing the CEP. However, the committee has set a target of 20% reduction in fuel use over the next 10 years and this reduction should also translate into monetary savings.

To encourage the city to invest in its own capacity and champion energy reduction to businesses and residents, the CEP Committee advises the City to hire a local community energy coordinator full-time to provide stability



CAPITAL FUND - 2007 Capital Projects

and continuity for the first critical years in the CEP implementation process. A full-time CEP coordinator will work to develop a final CEP and guide the CEP's key proposals through implementation.

Initial discussions have taken place with NRCAN and have been encouraging to the extent that we expect 50% funding. An application for funding will be prepared shortly.

A number of projects have been identified to reduce greenhouse gases cost effectively. These projects will be prioritized during the Community Energy Plan evaluation phase in 2006 and brought forward for the 2007 budget cycle.

Potential projects include using variable frequency drives on the air supply of arenas and curling rinks, and using alternative heating methods at the Solid Waste Facility.

This project works towards meeting City Council's Goals #2¹, #3² and #4³.

O&M IMPACT The projects pursued will reduce greenhouse gases. They will also reduce costs to the City, residents and businesses of Yellowknife.

¹A safe and caring community focused on public safety, improving the quality of life in Yellowknife, protecting the natural environment and preserving its rich heritage.

²A well planned City that promotes responsible and quality urban development.

³A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

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CAPITAL FUND - 2008 Capital Projects

		2008 Budget Recommended (\$000s)	Formula Funding (\$000s)	IT Reserve (\$000s)
General Government	<u>Page No.</u>			
Tourism Marketing & Development	187	40	40	-
Information Technology				
Network Upgrades	188	25	-	25
GIS Integration	189	50	-	50
GIS Enhancements	326	50	-	50
Server Replacement	191	25	-	25
POS Upgrades	327	25	-	25
Phone System Replacement	328	150	-	150
Diamond Collections Modules	329	15	-	15
Sub Total		380	40	340

CAPITAL FUND - 2008 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT GIS Enhancements

COST \$50,000

STATUS Replacement

PHASE Ongoing

DESCRIPTION The City of Yellowknife introduced its Geographic Information System in 2005. The vision is to create an intuitive, single window view of diverse data from various sources throughout the organization.

The project was undertaken in a phased approach, with the initial emphasis on reviewing and presenting existing data for use by City staff. This exercise revealed significant pockets of valuable data, exposed several gaps that needed to be filled, and emphasized the importance of keeping data current.

Even in its basic form, the initial phase provided users with valuable tools to efficiently access and present data, and early adopters have been quick to identify significant efficiencies resulting from the system.

It also introduced users to the unlimited potential of a carefully planned and well executed GIS; as users became aware of this potential the demand for added services has grown. It is anticipated that this demand will continue to grow, especially once the online public version is launched.

To ensure ongoing benefits from the City's Geographic Information System, it is important that the existing data be maintained and that the system continue to grow based

on user demand and expectations. This will require regular and sustained investment in the system, its data, and its capabilities.

This project works towards City Council's Goals #1¹, #4², and #5³.

O&M IMPACT This project does not directly impact O&M expenditures, but it will enable City staff to work more efficiently.

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

²A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

³A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2008 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT POS Upgrades

COST \$25,000

STATUS Replacement

PHASE Ongoing

DESCRIPTION The City uses Point of Sale stations to process all payments received in person at City Hall and at the Pool.

These stations provide staff with an intuitive tool for handling customer inquiries and transactions in a timely and efficient manner. They will be due for replacement in 2008.

This project works towards City Council's Goals #1¹ and #5².

O&M IMPACT This project does not impact O&M expenditures directly but if the POS units are not replaced in a timely manner, repairs and replacement parts could result in an increase in equipment maintenance costs.

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

²A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2008 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Phone System Replacement

COST \$150,000

STATUS New

PHASE 1 of 1

DESCRIPTION The City's existing telephone system was installed in the Fire Hall in 1989 and in City Hall in 1995. Since that time several expansions have occurred, including connections to the City Garage and the Multiplex.

An upgrade was undertaken in 2004 to accommodate growth and provide a short extension to the system's usefulness. This upgrade served its purpose; however now the hardware and software are reaching the end of their expected life cycles, and it is anticipated that a replacement will be required in 2008.

A Voice Over IP (VOIP) solution is proposed to unify the City's voice and data traffic. This will provide staff with current technology tools for communication with each other and the citizens.

This project works towards City Council's Goal #5¹.

O&M IMPACT It is anticipated that the voice and data integration inherent in this project will result in decreased telephone and communications costs.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2008 Capital Projects

DEPARTMENT CORPORATE SERVICES

DIVISION INFORMATION TECHNOLOGY

PROJECT Diamond Collections Modules

COST \$15,000

STATUS New

PHASE 1 of 1

DESCRIPTION The Collections Management Modules will allow for the centralization of customer contact information and collection functions and will decrease collections costs as a result of automated tracking and follow-up.

Centralized data will also improve customer service by improving response time to customer inquiries.

This project works towards City Council's Goals #4¹ and #5².

O&M IMPACT There will be an increase in the O&M budget in 2009 and onward. The increase will be a maximum of \$3,500 per year. This will provide for annual updates and maintenance.

¹A financially healthy corporation that prudently manages its resources, and maximizes value in both program and service delivery.

²A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.

CAPITAL FUND - 2008 Capital Projects

		2008 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)
Community Services	<u>Page No.</u>			
Arenas				
Yellowknife Community Arena Upgrades	205	140	80	60
Parks/Trails				
Niven Lake Trail Upgrade	308	48	48	-
Parks Upgrade - Medians/ Boulevards	309	45	45	-
Playground Equipment Replacement - Parker Park	218	60	40	20
Pool				
Upgrades	222	60	60	-
Waterfront Development				
Waterfront Plan Implementation	225	288	288	-
City Hall				
Upgrades	227	45	45	-
Subtotal		<u>686</u>	<u>606</u>	<u>80</u>



CAPITAL FUND - 2008 Capital Projects

	<u>Page No.</u>	<u>2008 Budget Recommended (\$000s)</u>	<u>M.E.R. Reserve (\$000s)</u>
Public Works & Engineering			
Fleet Management			
Public Works- Administration			
Chev Impala- Unit 98		30	30
Community Services			
Ford Ranger 1/2 Ton - Unit 62		32	32
Homemade Trailer- Unit T012		5	5
Municipal Enforcement Division			
Dodge Intrepid- Unit 49		30	30
Ford Crown Victoria - Unit 53		30	30
Inspection			
92 CHEV 1/2 Ton - Unit 52		32	32
City Garage			
Ford 1 Ton Tow Truck - Unit 6		40	40
Roads & Sidewalks			
Cat 950E Loader- Unit 13		200	200
Cat 140G Grader- Unit 34		204	204
ICH Tandem Tractor/Trailer- Unit 40		115	115
Ford F150 1/2 ton- Unit 82		32	32
Water & Sewer			
Volcano Steam Boiler- Unit 55		40	40
Coleman GenSet 5000 Watt- Unit 71		5	5
Fleet Total	333	<u>795</u>	<u>795</u>

CAPITAL FUND - 2008 Capital Projects

		2008 Budget Recommended (\$000s)	Formula Funding (\$000s)	Water & Sewer User Fees (\$000s)	MRIF & Innovation Funding (\$000s)	Grants (\$000s)	M.E.R. Reserve (\$000s)	Gas Tax Rebate (\$000s)
Engineering & Garage	<u>Page No.</u>							
Diagnostic Equipment For Fleet	246	15	15					
Roads & Sidewalks								
Road Rehabilitation	247	2,150	2,150					
Traffic Lights	254	100	100					
Traffic Lights UPS	255	35	35					
Drainage Improvements	258	25	25					
New Bus Shelters & Route Posts	261	25	25					
		<u>2,350</u>	<u>2,350</u>	-	-	-	-	-
Solid Waste Management								
Landfill								
New Landfill	262	100						100
Baling Facility Mechanical Upgrades	264	25	25					
Recycling Bins	266	60	60					
		<u>185</u>	<u>85</u>	-	-	-	-	100
Community Energy Plan (CEP) Initiatives								
CEP - Projects	322	100						100
		<u>100</u>	-	-	-	-	-	100
Pumphouses/Liftstations (PHs/LSs)								
Water Treatment Plant	271	2,762		1,183				1579
Liftstations Capital Upgrades	275	50		50				
Reservoir Flushing, Cleaning & Repairs	276	25		25				
Pump Replacement Program	277	100		100				
Monitor & Controls Assessment	279	100		100				
New Piping for PHs & LSs	285	100		100				
Other								
Water Meter Replacement & Upgrades	287	75		75				
Water Meter Replacement For PHS & LSs	288	15		15				
Sewage Lagoon	289	500		69		431		
CMP Replacement Program:								
	292	2,200		636	782	782		
		<u>5,927</u>	-	<u>2,353</u>	<u>782</u>	<u>1,213</u>	-	<u>1,579</u>
PW Subtotal		<u>9,357</u>	<u>2,435</u>	<u>2,353</u>	<u>782</u>	<u>1,213</u>	<u>795</u>	<u>1,779</u>



CAPITAL FUND - 2008 Capital Projects

DEPARTMENT	PUBLIC WORKS & ENGINEERING
DIVISION	FLEET MANAGEMENT
PROJECT	Upgrading of Fleet
COST	\$795,000
STATUS	Replacement/New
PHASE	Ongoing
DESCRIPTION	<p>The City of Yellowknife has a fleet of 110 heavy-duty and mobile equipment that support Fire and Ambulance, Road Maintenance, Water and Sewer Maintenance, Solid Waste, Parks, Arenas and administrative functions. The City currently has a Mobile Equipment Reserve of \$1,500,000.</p> <p>The replacement vehicles listed have passed their useful life according to the City of Yellowknife practices. In addition they are recommended for replacement according to a mechanical assessment carried out by mechanics.</p> <p><u>Pickups</u></p> <p>According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after five years and replaced after eight years. We currently have 42 pickups in the fleet and 31 of them are over eight years old. The average age of the fleet is 11 years. If the policy were followed the average age of the fleet would be four years. Only 10 are currently not due for replacement. Replacing the aging fleet will lower the O&M to operate the fleet. Five pickups have to be replaced every</p>

year to maintain the fleet to the policy standard. If the standard is not followed more maintenance staff will have to be hired to maintain the fleet to a safe and operational level as well as increased costs. Only 10 pickups have been replaced in the last 8 years.

Medium Duty Trucks

According to the City of Yellowknife Fleet Management Practices, these vehicles should be reviewed for replacement after eight years and replaced after ten years. The City currently has 11 Medium Duty Trucks in the fleet and seven of them are over ten years old. The average age of the fleet is 12 years. If the policy were followed the average age of the Medium Duty Truck fleet would be five years.

Bylaw Vehicles

These are to be replaced every 2 years or 100,000 km. The average age of the fleet of 3 bylaw vehicles is 5 years (year 2000) and all have over 100,000 km. Due to the high usage, Bylaw vehicles require a high amount of maintenance (nearly 5 times that of similar vehicles in the fleet). For this reason it is important to maintain the replacement of the vehicles.

Heavy Trucks

The heavy trucks are to be replaced every 12 years. Currently the age of the fleet is 7 years old, and the average age should be 6 years old. Trucks are used for City projects and snow removal in the winter. Cost of operating these vehicles over hiring contractors is about ½ the cost. Each truck is operated for about 1000 hrs/yr, saving the City \$45,000 per year each truck it operates

rather than contracting out. As trucks get older, increased maintenance and repairs are required, such as replacing motors and transmissions at a cost of \$20,000 and \$10,000 respectively. Breakdowns inevitably occur when equipment is needed resulting in a cost to the City to engage contractors.

Heavy Equipment

The heavy equipment is to be replaced every 12 years. Currently the age of the fleet is 13 years old, and the average age should be 6 years old. Heavy equipment is used for City projects and snow removal in the winter. Cost of operating our equipment over hiring contractors is about ½ the cost. Each heavy equipment is operated for about 1000 hrs/yr, saving the City \$45,000 per year each truck it operates. As heavy equipment gets older, increased maintenance and repairs are required such as replacing motors and transmissions at a cost of \$30,000 and \$20,000 respectively. Breakdowns inevitably occur when equipment is needed resulting in a cost to the City to engage contractors.

The City has explored contracting out heavy equipment services and leasing vehicles, but recommends the acquisition of replacement vehicles as the most cost effective option for the City.

This project addresses City Council's Goal #5¹.

O&M IMPACT Maintenance costs will decrease if the City of Yellowknife Fleet Management Practices are followed due to reduced fuel consumption and repair costs.

¹A professional, well-equipped and innovative work force that takes pride in public service and delivers high quality and efficient municipal programs and services.



CAPITAL FUND - 2008 Capital Projects

Vehicle Unit #	Year	Replacement Year/Standard	Replacement Value
Ford 1 Ton Tow Truck - Unit 6	1995	2005	\$40,000.00
Cat 950E Loader - Unit 13	1989	2001	\$200,000.00
Cat 140F Grader - Unit 34	1995	2007	\$204,000.00
ICH Tandem Tracto/Trailer-Unit 40	1986	1998	\$115,000.00
Dodge Intrepid - Unit 49	2003	2005	\$30,000.00
92 Chev 1/2 Ton - Unit 52	1992	2000	\$32,000.00
Ford Crown Victoria - Unit 53	1998	2006	\$30,000.00
Volcano Steam Boiler - Unit 55	1988	2008	\$40,000.00
Ford Ranger 1/2 Ton - Unit 62	1985	1993	\$32,000.00
Coleman Genset 5000 Watt -Unit 71	2002	2005	\$5,000.00
Ford F150 1/2 Ton - Unit 82	1996	2004	\$32,000.00
Chev Impala - Unit 98	2000	2008	\$30,000.00
Homemade Trailer - Unit T012	1983	2003	\$5,000.00
Total			\$795,000.00

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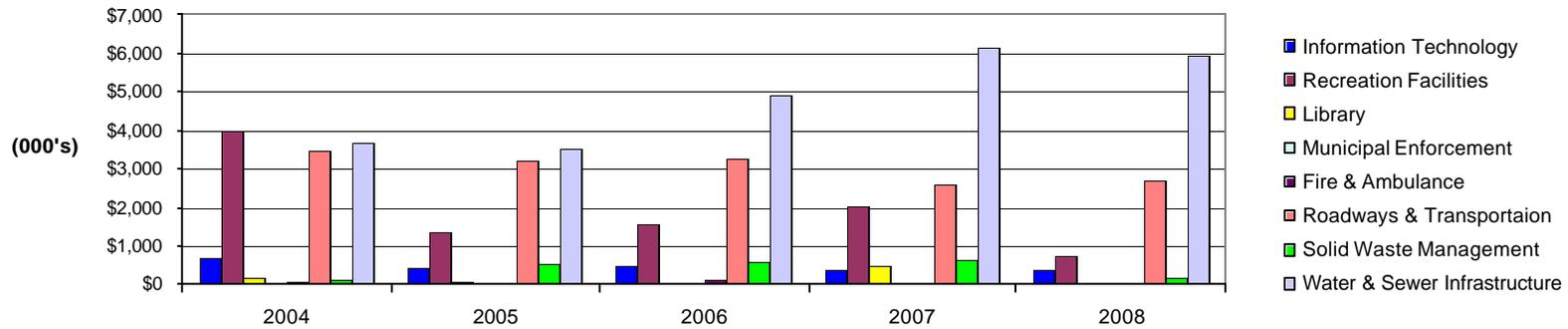
CAPITAL FUND

Capital Fund Summary

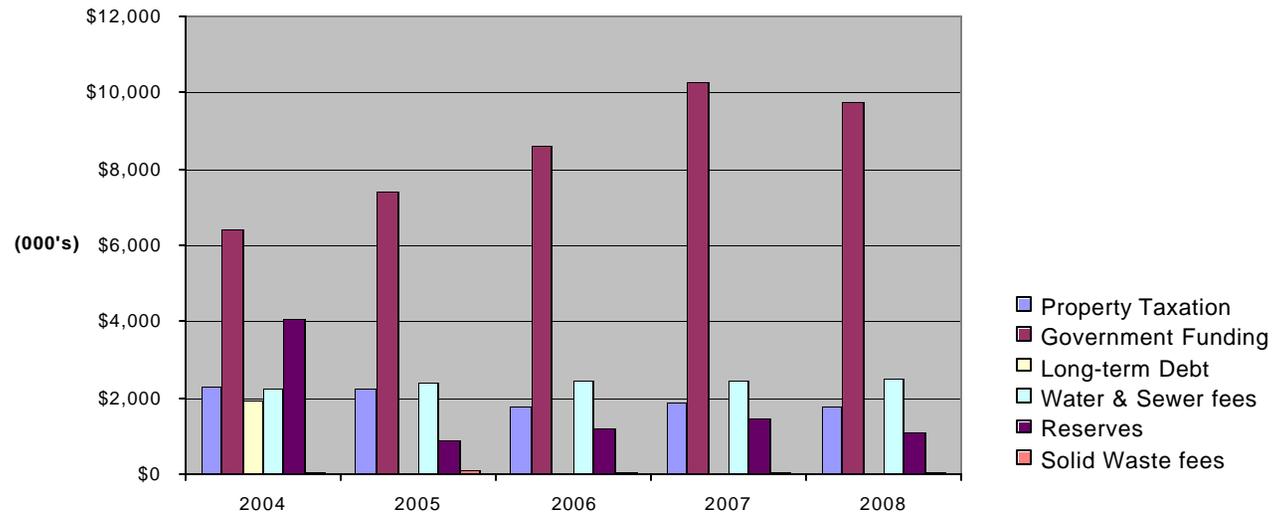
	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Revenue							
Taxation	2,425	2,327	2,466	2,266	1,817	1,881	1,780
Government Transfers							
Formula Funding	5,181	5,212	5,404	5,750	5,750	5,830	5,905
Other Grants	1,055	1,072	1,059	1,508	3,574	5,776	5,264
User Charges	2,331	2,832	2,502	2,510	2,402	2,562	2,589
	10,992	11,443	11,431	12,034	13,543	16,049	15,538
Expenditures							
Fleet Management	530	1,402	725	395	799	962	795
General Government	463	683	363	449	495	340	380
Community Services	713	3,994	871	1,363	1,557	2,021	767
Public Safety	60	50	20	23	70	-	-
Planning & Development		-	-	40	-	-	-
Public Works	3,427	3,458	2,604	3,215	3,076	2,484	2,597
Solid Waste Management	85	75	470	550	577	615	185
Community Energy Plan (CEP)	-	-	-	-	190	100	100
Water & Sewer	4,040	3,643	4,432	3,508	4,913	6,177	5,927
Projects Carry Forward	1,244	-	1,387	-	653	-	-
	10,562	13,305	10,872	9,542	12,330	12,699	10,751
Net Revenue (Expenditures)	430	(1,862)	559	2,492	1,213	3,350	4,787
Debenture Proceeds	1,950	1,930	-	-	-	-	-
Debt Principal Repayments	(1,665)	(1,599)	(1,847)	(1,847)	(1,959)	(2,300)	(1,452)
	285	331	(1,847)	(1,847)	(1,959)	(2,300)	(1,452)
Interfund Transfers							
To Reserves	(2,595)	(2,679)	(2,165)	(2,290)	(2,623)	(2,482)	(4,470)
From Reserves	711	4,035	1,121	917	1,184	1,262	1,135
From Land Development Fund	-	-	1,000	-	1,350	-	-
	(1,884)	1,356	(44)	(1,373)	(89)	(1,220)	(3,335)
Change in Fund Balance	(1,169)	(175)	(1,332)	(728)	(835)	(170)	(0)
Opening Balance	1,244	1,908	1,332	1,733	1,005	170	(0)
Closing Balance	75	1,733	(0)	1,005	170	(0)	0

CAPITAL FUND

Expenditure by Type



Capital Funding by Type



CAPITAL FUND

Capital Fund Expenditures

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
General Government							
Administration	-	-	22	22	110	40	40
Information Technology	463	683	341	427	385	300	340
Debenture Interest	-	-	-	-	-	-	-
	<u>463</u>	<u>683</u>	<u>363</u>	<u>449</u>	<u>495</u>	<u>340</u>	<u>380</u>
Community Services							
City Hall	-	-	12	12	109	29	45
Arenas	5	2,856	131	484	290	20	140
Library	106	176	12	34	12	483	-
Parks	124	467	435	447	920	1,217	153
Pool	30	138	60	60	75	30	60
Waterfront Development	250	159	51	156	9	130	288
Debenture Interest	198	198	170	170	142	112	81
	<u>713</u>	<u>3,994</u>	<u>871</u>	<u>1,363</u>	<u>1,557</u>	<u>2,021</u>	<u>767</u>
Public Safety							
Fire & Ambulance	35	50	20	9	70	-	-
Municipal Enforcement	25	-	-	14	-	-	-
Debenture Interest	-	-	-	-	-	-	-
	<u>60</u>	<u>50</u>	<u>20</u>	<u>23</u>	<u>70</u>	<u>-</u>	<u>-</u>
Planning & Development							
External Review of Planning & Lands Division	-	-	-	40	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>40</u>	<u>-</u>	<u>-</u>	<u>-</u>
Public Works							
Fleet Management	530	1,402	725	395	799	962	795
Engineering & Garage	20	82	95	206	30	150	15
Road Rehabilitation	2,845	2,847	1,965	2,470	2,560	1,960	2,310
Transit	-	-	20	15	50	20	25
Debenture Interest	562	530	524	524	436	354	247
	<u>3,957</u>	<u>4,860</u>	<u>3,329</u>	<u>3,609</u>	<u>3,875</u>	<u>3,446</u>	<u>3,392</u>
Solid Waste							
Landfill/Baling	85	75	470	550	577	615	185
	<u>85</u>	<u>75</u>	<u>470</u>	<u>550</u>	<u>577</u>	<u>615</u>	<u>185</u>
Community Energy Plan (CEP)	-	-	-	-	190	100	100
Water & Sewer							
Pumphouses/Liftstations/Forcemains	280	367	435	357	1,020	3,260	3,137
Other	210	109	140	91	140	240	590
Water & Sewer Mains	3,550	3,167	3,857	3,060	3,753	2,677	2,200
Debenture Interest	-	-	-	-	-	-	-
	<u>4,040</u>	<u>3,643</u>	<u>4,432</u>	<u>3,508</u>	<u>4,913</u>	<u>6,177</u>	<u>5,927</u>
Projects carried forward	1,244	-	1,387	-	653	-	-
TOTAL	<u>10,562</u>	<u>13,305</u>	<u>10,872</u>	<u>9,542</u>	<u>12,330</u>	<u>12,699</u>	<u>10,751</u>

CAPITAL FUND

Capital Financing

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Property Taxation							
Debt							
Principal	1,665	1,599	1,922	1,847	1,959	2,300	1,452
Interest	760	728	619	694	578	466	328
Additional	-	-	(75)	(275)	(720)	(885)	-
	<u>2,425</u>	<u>2,327</u>	<u>2,466</u>	<u>2,266</u>	<u>1,817</u>	<u>1,881</u>	<u>1,780</u>

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Formula Funding								
<i>Capital Projects:</i>								
General Government	182	224	17	51	110	40	40	
Community Services	560	595	592	452	378	419	606	
Public Safety	60	-	20	9	70	-	-	
Public Works	915	631	2,060	2,176	2,065	2,130	2,350	
Solid Waste Mgmt	85	76	470	410	145	110	85	
Water & Sewer	980	475	264	372	-	-	-	
<i>Reserves:</i>								
Information Technology	300	300	300	300	360	380	355	
Major Community Facility	1,596	1,597	1,204	1,204	1,343	1,307	1,910	
Mobile Equipment	503	503	402	402	559	559	559	
Twin Pine Hill Trail	-	-	-	125	-	-	-	
	<u>5,181</u>	<u>4,400</u>	<u>5,329</u>	<u>5,501</u>	<u>5,030</u>	<u>4,945</u>	<u>5,905</u>	
Carryforward (net)	-	812	-	174	-	-	-	
	<u>5,181</u>	<u>5,212</u>	<u>5,329</u>	<u>5,675</u>	<u>5,030</u>	<u>4,945</u>	<u>5,905</u>	
Debt Payment	-	-	75	75	720	885	-	
Operations:								
Economic Development	-	-	-	-	-	-	-	
General Government	-	-	-	-	-	-	-	
Solid Waste Management	155	155	155	155	155	75	-	
Land Development	-	-	-	-	-	-	-	
	<u>155</u>	<u>155</u>	<u>155</u>	<u>155</u>	<u>155</u>	<u>75</u>	<u>-</u>	
TOTAL	<u>5,336</u>	<u>5,367</u>	<u>5,559</u>	<u>5,905</u>	<u>5,905</u>	<u>5,905</u>	<u>5,905</u>	
Annual Contribution	<u>5,336</u>	<u>5,367</u>	<u>5,559</u>	<u>5,905</u>	<u>5,905</u>	<u>5,905</u>	<u>5,905</u>	(1)

Note:

(1) Increased formula funding from GNWT in 2005 due to the increase in population.



CAPITAL FUND

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Other Grants								
Government of Canada								
Smart Communities	100	72	-	-	-	-	-	
Gas Tax Rebate	-	-	-	-	731	1,990	1,779	
MACA Capital Grant	-	-	-	-	1,410	1,410	1,410	
Municipal Rural Infrastructure Fund (MRIF)	-	-	-	490	490	879	782	
Others	-	-	-	45	-	-	-	
Government of NWT								
Infrastructure Funding	925	925	925	834	797	1,417	1,213	(1)
Environment & Natural Resources	-	-	29	29	66	-	-	
MACA	30	74	85	85	80	80	80	
Others	-	-	20	25	-	-	-	
	<u>1,055</u>	<u>1,072</u>	<u>1,059</u>	<u>1,508</u>	<u>3,574</u>	<u>5,776</u>	<u>5,264</u>	

Notes:

(1) The amounts are subject to the GNWT's own budget process and constraints.

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
User Charges								
Solid Waste Allocation								
Mobile Equipment Reserve	65	65	119	119	100	100	100	
	<u>65</u>	<u>65</u>	<u>119</u>	<u>119</u>	<u>100</u>	<u>100</u>	<u>100</u>	
Water & Sewer Allocation								
Debt								
Principal	-	-	-	-	-	-	-	
Interest	-	-	-	-	-	-	-	
Mobile Equipment Reserve	131	131	140	140	136	136	136	
Additional	1,540	1,474	1,610	1,610	1,512	1,665	1,686	
	<u>1,671</u>	<u>1,605</u>	<u>1,750</u>	<u>1,750</u>	<u>1,648</u>	<u>1,801</u>	<u>1,822</u>	(1)
Other								
Recovery for twin pad arena	-	500	-	-	-	-	-	
Water & Sewer Infrastructure Levy	595	637	633	641	654	661	667	
Sale of Capital Assets	-	25	-	-	-	-	-	
	<u>595</u>	<u>1,162</u>	<u>633</u>	<u>641</u>	<u>654</u>	<u>661</u>	<u>667</u>	
	<u>2,331</u>	<u>2,832</u>	<u>2,502</u>	<u>2,510</u>	<u>2,402</u>	<u>2,562</u>	<u>2,589</u>	

Notes:

(1) In view of new MRIF funding, the Water & Sewer allocation to Capital Fund is reduced by about \$300,000: 30% of Water & Sewer Fund's revenue (according to Budget Policies) less \$300,000. The reduction is consistent with prior years.

CAPITAL FUND

	2004 Budget (\$000's)	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)
Interfund Transfers							
To Reserves:							
Information Technology	(300)	(300)	(300)	(300)	(360)	(380)	(355)
Major Community Facility	(1,596)	(1,655)	(1,204)	(1,204)	(1,343)	(1,307)	(3,320)
Mobile Equipment	(699)	(724)	(661)	(661)	(795)	(795)	(795)
Twin Pine Hill Trail				(125)	(125)		
	<u>(2,595)</u>	<u>(2,679)</u>	<u>(2,165)</u>	<u>(2,290)</u>	<u>(2,623)</u>	<u>(2,482)</u>	<u>(4,470)</u>
From Reserves:							
Information Technology	181	273	341	393	385	300	340
Major Community Facility	-	2,360	-	129	-	-	-
Mobile Equipment	530	1,402	725	395	799	962	795
Waterfront Development	-	-	55	-	-	-	-
	<u>711</u>	<u>4,035</u>	<u>1,121</u>	<u>917</u>	<u>1,184</u>	<u>1,262</u>	<u>1,135</u>
From Land Development Fund:							
To Capital Fund	-	-	1,000	-	1,350	-	-



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 of the Reserve Fund is the decreased balance in the reserve offset by a decrease in financial assets. How transfers of revenue is recorded in each reserve and the purpose of each reserve is as 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.

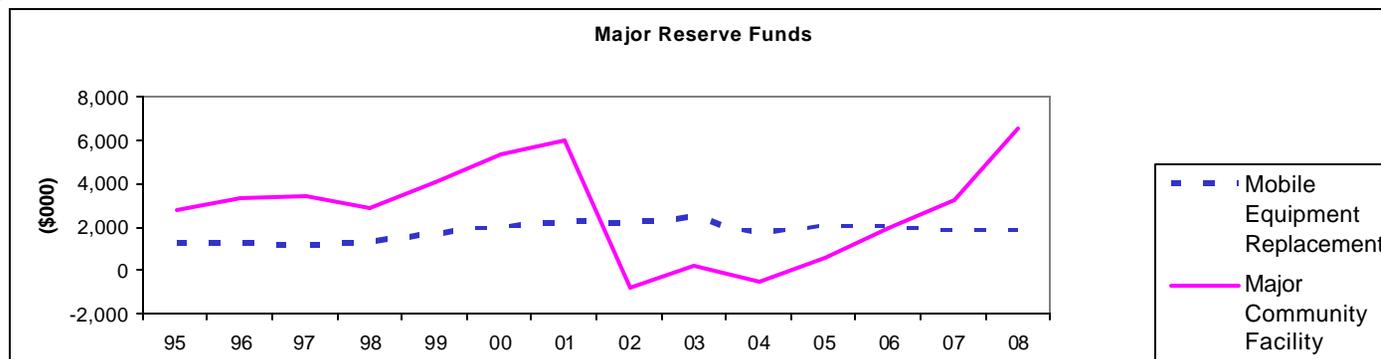
Waterfront Development Reserve: Amounts approved by Council for future waterfront development are transferred to the Waterfront Development Reserve.

Downtown Development Reserve: Starting in 2002, 25% of parking meter revenue is transferred to the Downtown Development Reserve to fund future projects that impact the downtown area.

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, \$125,000 was and will be transferred to this reserve for the development of the Twin Pine Hill Trail.



RESERVE FUND

Reserves

	2004 Actual (\$000's)	2005 Budget (\$000's)	2005 Forecast (\$000's)	2006 Budget (\$000's)	2007 Budget (\$000's)	2008 Budget (\$000's)	Note
Information Technology							
Opening Balance	287	264	314	221	196	276	
To Capital Fund	(273)	(341)	(393)	(385)	(300)	(340)	
From Capital Fund	300	300	300	360	380	355	
	314	223	221	196	276	291	
Major Community Facility							
Opening Balance	221	(1,162)	(484)	592	1,935	3,242	
To Capital Fund	(2,360)	-	(129)	-	-	-	(1)
From Capital Fund	1,655	1,204	1,204	1,343	1,307	3,320	
	(484)	42	592	1,935	3,242	6,562	
Mobile Equipment Replacement							
Opening Balance	2,379	1,672	1,701	1,967	1,963	1,796	
To Capital Fund	(1,402)	(725)	(395)	(799)	(962)	(795)	
From Capital Fund	724	661	661	795	795	795	
	1,701	1,608	1,967	1,963	1,796	1,796	
Downtown Development							
Opening Balance	95	109	127	124	125	125	
To General Fund	(49)	(78)	(78)	(78)	(78)	(78)	
From General Fund	81	75	75	79	79	79	
	127	106	124	125	125	126	
Samuel Colley Library Donation							
Opening Balance	219	219	224	229	234	234	
To Capital Fund	-	-	-	-	-	-	
From Bank Interest	5	-	5	5	-	-	
	224	219	229	234	234	234	
Twin Pine Hill Trail							
Opening Balance	-	-	-	125	250	250	
To Capital Fund	-	-	-	-	-	-	
From Capital Fund	-	-	125	125	-	-	
	-	-	125	250	250	250	
Waterfront Development							
Opening Balance	80	55	80	80	80	80	
To Capital Fund	-	(55)	-	-	-	-	
	80	-	80	80	80	80	
	1,963	2,198	3,213	4,532	5,753	9,089	
Opening Balance	3,281	1,157	1,963	3,338	4,782	6,003	
Transfers	(1,319)	1,041	1,375	1,445	1,221	3,336	
Closing Balance	1,963	2,198	3,338	4,782	6,003	9,339	

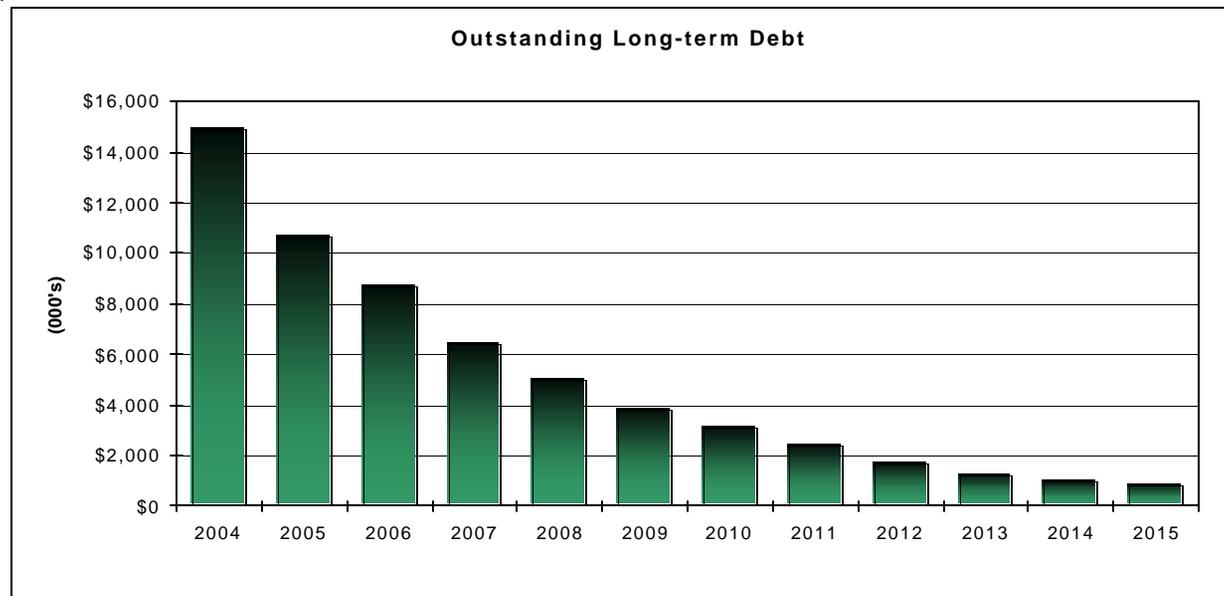
Note:

(1) In 2004, the City entered into a partnership with Diavik Diamond Mines Inc. and Facilities for Kids to accelerate completion of the second ice pad at the Multiplex.



LONG-TERM DEBT

	2004 Actual (\$000)	2005 Budget (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Budget (\$000)
Outstanding Long-term Debt						
Opening Balance	13,079	14,147	14,921	10,692	8,733	6,433
Capital Fund Debt Issued	1,930	-	-	-	-	-
Capital Fund Debt Repaid	(1,599)	(1,847)	(1,847)	(1,959)	(2,300)	(1,452)
Land Development Debt Issued	1,600	-	-	-	-	-
Land Development Debt Repaid	(89)	(512)	(2,382)	-	-	-
Closing Balance	14,921	11,788	10,692	8,733	6,433	4,981
Comprised of						
General Capital	12,539	10,700	10,692	8,733	6,433	4,981
Land Development	2,382	1,088	-	-	-	-
	14,921	11,788	10,692	8,733	6,433	4,981



LONG-TERM DEBT

	2004 Actual (\$000)	2005 Budget (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Budget (\$000)
General Capital						
CIBC Debenture #226, authorized by By-law 3953, as amended, to finance the 1997 paving program, with monthly payments of \$24,107, including principal and interest at 6.0%, expiring November, 2007.	782	534	533	270	-	-
CIBC Debenture #227, authorized by By-law 3976 to finance the purchase of the Library, with monthly payments of \$38,704, including principal and interest at 6.45%, expiring December, 2007.	1,452	1,070	1,070	662	-	-
CIBC Debenture #230, authorized by By-law 3992 as amended to finance the 1998 paving program, with annual payments of \$444,282 including principal and interest at 6.19%, expiring July, 2008.	1,419	1,096	1,096	753	388	-
Pacific & Western Debenture # 231, authorized by By-law 4029 to finance 1999 paving with two annual interest payments of \$197,527, and then annual payments of \$489,079, including principal and interest at 6.68%, expiring August, 2009.	2,023	1,668	1,669	1,291	888	458
Total (this page)	5,676	4,368	4,368	2,976	1,276	458

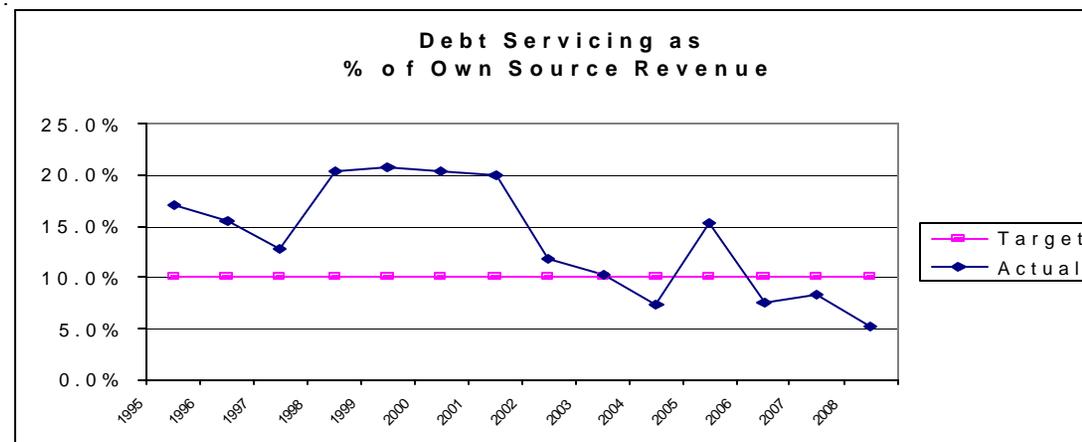


LONG-TERM DEBT

	2004 Actual (\$000)	2005 Budget (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Budget (\$000)
2001 Debenture #233, authorized by By-law 4130, to finance part of the 2001 paving program, with annual payments of \$33,760, including principal and interest at 5.56%, expiring September, 2011.	190	167	167	143	117	89
2001 Debenture #234, authorized by By-law 4131, to finance part of 2001 paving program, with annual payments of \$80,406, including principal and interest at 5.50%, expiring September, 2011.	452	400	398	340	278	211
2002 Debenture #235, authorized by By-law 4176 to finance the 2002 road rehabilitation program, with annual payments of \$197,898, including principal and interest at 6.14%, expiring May, 2012.	1,209	1,088	1,087	958	821	675
2002 Debentures #236 and 237, authorized by By-laws 4177 and 4178 to finance traffic lights, with annual payments of \$22,065, including principal and interest at 6.14%, expiring May, 2012.	134	121	120	106	91	75
CIBC Debenture #239, authorized by By-law 4213 to finance completion of phase one of the twin pad arena, with annual payment of \$140,098.42 including principal and interest at 5.81%, expiring March 2023.	1,586	1,540	1,538	1,487	1,433	1,376
2003 Debenture #240 authorized by By-law 4244 to finance the 2003 road rehabilitation program, with annual payment of \$191,254.55 including principal and interest at 4.82%, expiring July 2013.	1,362	1,239	1,237	1,106	969	826
2004 Debenture #242 authorized by By-law 4280 to finance the 2004 road rehabilitation program, with annual payment of \$251,268.58 including principal and interest at 5.109% expiring July 2014.	1,930	1,777	1,777	1,617	1,448	1,271
	12,539	10,700	10,692	8,733	6,433	4,981

LONG-TERM DEBT

	2004 Actual (\$000)	2005 Budget (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Budget (\$000)
Land Development						
Pacific & Western Debenture #232 authorized by By-law 4111 to finance the acquisition of the Niven Lake subdivision. Annual interest payments calculated at 7.05 % of the outstanding balance; principal paid as land sales allow; expiring June 30, 2007.	782	-	-	-	-	-
Pacific & Western Debenture #241 authorized by By-law 4255 to finance the additional lots in Kam Lake, with annual payment of \$578,090.3 including principal and interest at 4.14% expiring July 2007	1,600	1,088	-	-	-	-
	<u>2,382</u>	<u>1,088</u>	-	-	-	-



LONG-TERM DEBT

Principal Payments and Interest Expenditures

	2004 Actual (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Estimated (\$000)	2009 Estimated (\$000)	2010 Estimated (\$000)	2011 & Thereafter Projected (\$000)	Total From 2006 Onwards (\$000)
General									
226 Principal	234	249	264	270	-	-	-	-	534
Interest	54	39	24	18	-	-	-	-	42
	288	288	288	288	-	-	-	-	576
227 Principal	358	382	407	662	-	-	-	-	1,069
Interest	105	80	55	28	-	-	-	-	83
	463	462	462	690	-	-	-	-	1,152
230 Principal	305	323	343	365	388	-	-	-	1,096
Interest	97	78	57	35	5	-	-	-	97
	402	401	400	400	393	-	-	-	1,193
231 Principal	332	354	378	403	430	458	-	-	1,669
Interest	149	126	102	76	49	19	-	-	246
	481	480	480	479	479	477	-	-	1,915
233 Principal	27	23	24	26	28	30	32	29	169
Interest	13	12	10	9	7	5	3	1	35
	40	35	34	35	35	35	35	30	204
234 Principal	51	54	58	62	67	71	76	72	406
Interest	32	29	25	21	16	12	7	2	83
	83	83	83	83	83	83	83	74	489
235 Principal	115	122	129	137	146	155	164	359	1,090
Interest	65	74	67	59	51	42	32	33	284
	180	196	196	196	197	197	196	392	1,374
236 / 237 Principal	13	14	14	15	16	17	18	41	121
Interest	9	8	7	7	6	5	4	4	33
	22	22	21	22	22	22	22	45	154
239 Principal	45	48	51	54	57	60	64	1,254	1,540
Interest	93	90	87	84	81	77	74	507	910
	138	138	138	138	138	137	138	1,761	2,450

LONG-TERM DEBT

Principal Payments & Interest Expenditures (continued)

	2004 Actual (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Estimated (\$000)	2009 Estimated (\$000)	2010 Estimated (\$000)	2011 & Thereafter Projected (\$000)	Total From 2006 Onwards (\$000)
240 Principal	119	125	131	137	143	150	158	520	1,239
Interest	69	63	57	50	43	36	29	39	254
	188	188	188	187	186	186	187	559	1,493
242 Principal	-	153	160	169	177	186	196	889	1,777
Interest	42	95	87	79	70	61	51	97	446
	42	248	247	248	247	247	247	986	2,223
Principal	1,599	1,847	1,959	2,300	1,452	1,127	708	3,164	10,710
Interest	728	694	578	466	328	257	200	683	2,513
	2,327	2,541	2,537	2,766	1,780	1,384	908	3,847	13,223

	2004 Actual (\$000)	2005 Forecast (\$000)	2006 Budget (\$000)	2007 Budget (\$000)	2008 Estimated (\$000)	2009 Estimated (\$000)	2010 Estimated (\$000)	2011 & Thereafter Projected (\$000)	Total From 2006 Onwards (\$000)
Land									
232 Principal	89	782	-	-	-	-	-	-	-
Interest	59	46	-	-	-	-	-	-	-
	148	828	-	-	-	-	-	-	-
241 Principal	-	1,600	-	-	-	-	-	-	-
Interest	28	77	-	-	-	-	-	-	-
	28	1,677	-	-	-	-	-	-	-
Principal	89	2,382	-	-	-	-	-	-	-
Interest	87	123	-	-	-	-	-	-	-
	176	2,505	-	-	-	-	-	-	-
Total									
Principal	1,688	4,229	1,959	2,300	1,452	1,127	708	3,164	10,710
Interest	815	817	578	466	328	257	200	683	2,513
	2,503	5,046	2,537	2,766	1,780	1,384	908	3,847	13,223



LONG-TERM DEBT

Legal Borrowing Limit

Year	Assessed Values (\$000's)	Legal Limit (\$000's)	Policy Limit (\$000's)	Debt Balance (\$000's)	Note (1)
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	
1999	1,281,385	256,277	64,069	20,720	(2)
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	13,081	
2004	1,437,217	143,722	71,861	14,921	
2005	1,495,756	149,576	74,788	10,692	
2006	1,528,278	152,828	76,414	8,733	(3)
2007	1,577,653	157,765	78,883	6,433	(3)
2008	1,625,770	162,577	81,289	4,981	(3)

Note:

- (1) Prior to 2004, the City's legal limit was 20% of the assessed value of property as per Cities, Towns and Village Act Section 150(2). Under the new Cities, Town and Village Act Section 112(1), the legal limit has changed to 10% of assessment and debt service payments are not to exceed 20% of revenue. As of December 31/2004, our debt service payments were 13.87% of total revenue and there will be no new borrowing for next 3 years. The policy limit is 5% of property assessed values.
- (2) In 1999 and 2002, City conducted general assessment.
- (3) For 2006, 2007 and 2008 the assessed values are projection only.

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10 YEAR FINANCIAL PLAN

10 Year Capital Improvement Plan (2006 – 2015)

The 10-Year Capital Improvement Plan (“Plan”) reflects the capital expenditures 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 2006, 2007 and 2008 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document;
- 2006 – 2015 is based on the best estimates of required future core funding levels for capital work projects;
- Formula funding and infrastructure funding from the GNWT are not expected to decrease over the 10-year period;
- Any infrastructure grant funding (e.g. Gas Tax Rebate and Municipal Rural Infrastructure Fund) is 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;
- The Plan anticipates reducing the City’s reliance on long term debt for core funding requirements; and
- The greater of 10% of taxation revenue, or Debt Servicing Costs on long term debt will be transferred to the Capital Fund as per the Capital Asset Management policy.

Infrastructure Gap

In 2006 and onward, the City is forecasting a significant infrastructure gap but we are optimistic that the funds to cover the costs of these needed improvements are being recognized by other levels of government. Over the next 10 years, the City is planning for a new water treatment plant, a new landfill adjacent to the existing landfill, a possible sewage treatment plan, an accelerated corrugated metal pipe replacement program, a new field house, a new library and Arts/Cultural Centre, a community energy plan and other important projects. The City is planning to implement these projects over a 10-year period using existing formula funding, user fee transfers and new funding sources including the Municipal Rural Infrastructure Fund and Gas Tax Rebate Fund. As discussed in 2005 budget, the City is not planning on using long term debt to fund these projects due to the overall negative impact the principle and interest payments have on property taxes and a financially sound future for the City.

This 10-Year Financial Plan is reducing the City’s reliance on long term debt to fund its core funding obligations and it is expected to reduce the debt from \$12 million in 2005 to less than \$1 million in 2015.

Major Capital Projects

General Government

The City is investing \$500,000 between 2005 and 2008 to implement a fully integrated Geographic Information System (GIS). This project will enable the City to integrate our financial data (e.g. assessment, utility), land parcel data (lot/block/plan), infrastructure data (e.g. water and sewer infrastructure – pumphouses, lift stations, piping), facilities and parks including trails, and road infrastructure in one integrated mapping application. It should greatly enhance both Council's and staff's planning objectives.

In 2011 and 2012, \$1,000,000 is planned for a renovation of City Hall. Originally, the first floor of City Hall was leased to the Worker's Compensation Board ("WCB"), and the second floor was used for City operations. The City has seen significant growth since the facility was first built and its services have been expanded which resulted in the hiring of additional staff to provide those services. Eventually in 1989 the WCB moved to new office space to make room for City staff. At this time there is very limited space available at City Hall and a renovation will be required as the City continues to experience strong growth.

Public Safety

Fire Hall Expansion – In anticipation of ever-increasing service demands on the City's emergency services, a Fire Hall expansion is planned at a budgeted cost of \$450,000 in 2010.

Community Services

Waterfront Development – The Waterfront Management Plan was adopted by Council in March 2001. The projects identified in this study, in addition to the future trails and viewpoints, will greatly enhance the quality of life for the citizens of Yellowknife and contribute to the growing tourism industry. During the 2006 – 2008 planning period the City is planning to expend \$427,000 to realize the Council's goal of revitalizing the waterfront.

Twin Pine Hill – The City has entered into a development agreement with Yellowknife River Resources Inc. (YRRI) for the development of Twin Pine Hill. The agreement stipulates that YRRI will pay one-half of the cost to develop a trail system on City-owned land. In 2005 and 2006, the City is budgeting \$125,000 each year to fulfill its commitment to develop trails and viewpoints in the Twin Pine Hill area.

Field House – The Recreation Needs/Facility Study completed in 2000 identified an indoor soccer pitch and indoor running track as the key recreational facilities that are needed in the community. Based on the 10-Year Financial Plan, there should be sufficient funds in the Major Community Facilities Reserve to fund up to \$6 million towards an estimated \$12 million facility. The timing of this project is dependent on Council and community support, and identifying additional capital funds (sponsors, long term debt and other orders of government funding). In addition the City will need to fund the estimated \$500,000 to \$600,000 in annual operating and maintenance costs through cost savings or increased revenues (property taxes and user fees).

Library and Arts/Cultural Centre – Council and community groups have indicated that there is presently a need for a new library and an Arts/Cultural Centre in the City. Based on the 10-Year Financial Plan, there should be sufficient funds in the Major Community Facilities Reserve to fund an \$11 million joint use facility by 2013.



Public Works

C.M.P. Replacement Program – The replacement of deteriorated corrugated metal pipes (C.M.P.) first began in 1984. Over the next ten years the City is budgeting to spend over \$30 million to replace the C.M.P. infrastructure within the City.

Other Water and Sewer Infrastructure – 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. During the period 2006 to 2012, the City plans to replace Pumphouse #1 and install a water treatment facility at an estimated cost of \$20 million. The City will be using the new Gas Tax Rebate funding (federal funding), formula funding (GNWT funding) and water and sewer user fees (municipal funding) to cover the costs of this important project. At this time, no debt financing is anticipated.

Sewage Lagoon – The City is planning to upgrade the sewage lagoon in the 2006 – 2008 Budget at a cost of \$700,000.

Road Rehabilitation (paving and repaving) – Historically, a majority of the road rehabilitation program has been financed by long term borrowing (debentures). However, in 2005 the City decided to reduce its reliance on long term borrowing while at the same time maintaining funding levels for road rehabilitation at a minimum of \$2 million per year. The City is using formula funding (GNWT) to finance the costs of road rehabilitation.

Kam Lake Bypass Road (Airport West) – Based on preliminary budget estimates, it will cost approximately \$4.7 million to build a bypass road to connect the Airport West area to the Kam Lake Industrial Park. The costs to provide this bypass are not included in the 10-Year Financial Plan as it is expected the project will be funded through a partnership with the GNWT Department of Transportation, and a combination of land sales and/or long term borrowing.

Solid Waste Management

New Landfill – The City is planning for closure of the existing landfill in 2010 with site restoration work completed by 2013. It is planned that the City will expand into a new landfill site in 2010 (adjacent to the existing landfill) and the estimated cost between 2006 and 2010 to open the new landfill is \$2.5 million.

Financing Capital Projects

The City uses GNWT formula funding, government grants, property taxes, water and sewer fees, and solid waste levies to fund capital projects and reserve funds. Currently part of the property tax revenue is used for debt servicing costs but, as debt servicing costs decrease, a minimum of 10% of property tax revenue will be used to finance capital projects.

The City has two major reserve funds. They are the Major Community Facility Reserve and the Mobile Equipment Reserve. The Major Community Facility Reserve funds major capital projects such as a new field house or new Library and Arts/Cultural centre. The Mobile Equipment Reserve funds the replacement of the City's fleet.

Long Term Debt

The City is reducing its reliance on long term borrowing to fund core capital spending obligations, such as Road Rehabilitation. The Capital Improvement Plan includes no further borrowing for capital projects in the 2006 – 2008 Budget and no borrowing over the next 10 years.

The Plan anticipates reducing the long term debt of the City from \$12 million in 2005 to less than \$1 million by 2015. It is estimated that the debt servicing costs will be reduced from a high of \$2.8 million in 2007 to a low of \$136,000 in 2015.

Over the 10-year period, the capital expenditures of the City will average \$14 million compared to \$10.3 million last year. This increase is due to new funding sources such as the Municipal Rural Infrastructure Fund and the Gas Tax Rebate.

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