



CITY OF YELLOWKNIFE
NORTHWEST TERRITORIES, CANADA

2017 Budget Update



Bob Wilson: Somba K'e Civic Plaza

Programs

Services

Capital Improvement Plan



CITY OF YELLOWKNIFE

THE CITY OF YELLOWKNIFE, NORTHWEST TERRITORIES
2017 Budget Update—Programs, Services and Capital Improvement Plan

COMMUNITY VISION

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

COUNCIL MISSION

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

CORPORATE VISION

To be an inclusive and well managed community.



Photo by: Yuichi Takasaka



CITY OF YELLOWKNIFE



City Council, left to right:

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

City Administration

City Administrator:

Sheila Bassi-Kellet (effective March 6, 2017)

Director of Corporate Services:

Jeff Dalley

Director of Communication & Economic Development:

Nalini Naidoo

Director of Public Works & Engineering:

Dennis Kefalas

Director of Community Services:

Grant White

Director of Public Safety:

Dennis Marchiori

Director of Planning & Development:

City Auditors:

Crowe MacKay LLP

City Bankers:

TD Canada Trust

City Solicitors:

McLennan Ross LLP





CITY OF YELLOWKNIFE



Top Pix Photo by :
Gilbert Guevarra



CITY OF YELLOWKNIFE

PREPARED BY THE CITY OF YELLOWKNIFE

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SUPPLEMENTARY BUDGET MESSAGE

December 12, 2016

At the Council meeting held December 12, 2016, Council approved changes to the draft 2017 – 2019 Budget as follows:

That the budget be:

- Reduced by \$75,000 by removing the Departmental Operational Review;
 - Reduced by \$105,000 by reducing the Lakeview Cemetery expansion by half;
 - Reduced by \$20,000 in recognition of the contribution from the Yellowknife Tennis Club toward the resurfacing of the tennis courts;
 - Reduced by \$43,000 by removing the Rental Equipment;
 - Reduced by \$230,000 by removing the Residing of the Pool Exterior Walls;
 - Reduced by \$1,900,000 by removing the 50th Street Revitalization project and that the transfer from the Downtown Development Reserve be reduced by \$500,000;
 - Reduced by \$110,000 by removing Solar Panels from the Community Energy Plan Projects;
 - Reduced by \$150,000 by deferring the Heat Pipe (PH 1 to WTP) Community Energy Plan Project to 2018;
 - Reduced by \$12,000 by removing Air Source Heat Pumps from the Community Energy Plan Projects;
 - Reduced by \$64,700 by deferring the Radio Communications Technologist PY until 2018 and that \$64,300 be reinstated in the Communications Infrastructure Budget;
 - That Administration be directed to bring forward a business case, within the next 4 months, regarding whether to maintain Dispatch Services in house or whether to privatize this service;
 - Reduced by \$27,300 by removing the Website / Online Services Project;
 - Reduced by \$24,100 with respect to the GIS Maintenance and Enhancements Project;
 - Increased by \$222,000 (\$182,000 salaries \$30,000 gear, \$10,000 lockers) by adding 4 Firefighters mid-2017;
 - That a Public Water Fountain project for Somba K'e Park be brought forward for consideration in 2018 and that Administration try to seek a sponsor in the interim;
 - Increased by \$25,000 to include a Trained Summer Day Camp Worker;
 - Increased by \$55,000 to conduct an Accessibility Audit;
 - That \$20,000 for a Mountain Bike Trail be brought forward for consideration in the 2018 Budget;
 - That the Transfer from Parking Meter Revenue to the Downtown Development Reserve be increased by \$50,500 in 2017 and that thereafter 25% of parking meter revenue be transferred to the Downtown Development Reserve annually;
 - Increased by \$100,000 in 2017 and 2018 to make a financial contribution toward a Street Outreach Service pilot project;
 - Increased by \$300,000 to hire Community Safety Officers, dependent on necessary legislative changes and receipt of matching funding from the GNWT;
 - Increased by \$35,000 to conduct a Citizen Survey in 2017;
-

SUPPLEMENTARY BUDGET MESSAGE

- Increased by \$50,000 annually to increase Grant Funding;
- Increased by \$75,000 to conduct a new Downtown Multi-purpose Building Study;
- Increased by \$50,000 to conduct a Homelessness Employment Program pilot project;
- Increased by \$160,000 in Capital and \$20,000 O&M to partner with the Yellowknife Climbing Club for the installation of a Climbing Wall within the Fieldhouse facility;
- That \$500,000 for the installation of a Traffic Light at 44 Street and Franklin Avenue be brought forward for consideration in the 2018 Budget;
- Increased by \$265,000 for improvements to the School Draw Parking Lot;
- That \$450,000 for the McMeekan Causeway Stabilization Project be brought forward for consideration in the 2018 Budget;
- Increased by \$50,000 for the installation of a Right-Hand Only Exit at Pumphouse #4;
- Increased by \$10,000 to replace Cigarette Butt Receptacles in the Downtown;
- That the transfer from General to Capital Fund be reduced to \$0;
- That the School Draw Parking Lot project be directed by the Department of Planning and Development rather than the Department of Public Works and Services;
- That Council no longer transfer monies from the Downtown Reserve to the Smart Growth Implementation GL within the General Fund to ensure that the Downtown Reserve Budget increases pursuant to the annual transfers, and that the Reserve funds only be spent with a Council motion;
- That the General Fund Budget be reduced by \$353,513 (approximately 1%) but that additions to the General Fund made during 2017 Budget deliberations be exempt from these cuts; and
- That Council approve the 2017 Draft Budget with revenues of \$81,506,000, debt principal repayments of \$1,507,000, expenditures of \$80,634,000 including Capital Investment of \$31,627,000, amortization of \$13,010,000; and that Council adopt the 2018 and 2019 Budget in principle.



BUDGET MESSAGE

Budget Summary

The City of Yellowknife is budgeting revenues of \$81,837,000 in 2017. This represents total revenues from all funds and sources, as identified below:

- \$23.4 million (28.54%) from user charges
- \$27.3 million (33.43%) from taxation
- \$26.2 million (32.04%) from government transfers
- \$4.9 million (5.99%) from land sales.

In 2017 Budget, total proposed expenditures, net of amortization expense, will be \$82,247,000. The allocation of those expenditures are identified below:

- Capital projects \$29.3 million (35.65%)
- Grants \$0.6 million (0.73%)
- Interest on long-term debt \$0.6 million (0.75%)
- Salaries & benefits \$25.5 million (31%)
- Land \$4.9 million (5.92%)
- Operations & maintenance \$21 million (25.59%)
- Valuation allowance \$0.3 million (0.36%)

BUDGET MESSAGE

Adjustments in Proposed 2017 Budget

	Existing Standard				Service Level Changes				2017 Impact
	FTEs	Inflation	Grow th	Sub-total	FTEs	Changes	New Service/Program	Sub-total	
GENERAL FUND									
Operating Expenditures									
Salaries and Wages		569,659		569,659	3.81	251,700	64,800	316,500	886,159
Power		192,721		192,721					192,721
Heating Fuel & Pellet Heating		28,500		28,500					28,500
Mayor & Council O&M		2,200		2,200					2,200
Tax Relief			36,000	36,000					36,000
City Staff Training - Truth & Reconciliation Commission Recommendations						30,000		30,000	30,000
Implementation of Whistleblower Reporting System						10,000		10,000	10,000
Communications & Econ. Dev. O&M		10,750		10,750					10,750
IT O&M		45,765	5,085	50,850					50,850
Corporate Services Other O&M		39,400		39,400					39,400
Insurance Premium			37,300	37,300					37,300
Bank Financial Charges			9,400	9,400					9,400
Library Collection		1,900	10,000	11,900					11,900
Community Services Other O&M		88,710		88,710					88,710
Planning & Development O&M		1,600		1,600					1,600
Emergency Services Safety Gears & Medical Supplies		38,700		38,700					38,700
Public Safety Other O&M		26,800		26,800					26,800
Public Transit Contracted Costs		14,355		14,355					14,355
Public Works Other O&M		20,850		20,850					20,850
Others		0		0					0
		1,081,910	97,785	1,179,695	3.81	291,700	64,800	356,500	1,536,195
Cuts to Operating Expenditures									
Reduction in IT Communication Infrastructures to Offset PY Increase						(64,300)		(64,300)	(64,300)
Reduction in Vehicle O&M & Fuel		(82,246)		(82,246)					(82,246)
Reduction in Administration O&M						(10,100)		(10,100)	(10,100)
		(82,246)	-	(82,246)	-	(74,400)	-	(74,400)	(156,646)
Net Change in Operating Expenditures		999,664	97,785	1,097,449	3.81	217,300	64,800	282,100	1,379,549
Change in Operating Revenues									
Assessment Grow th (excluding Mill Rate Increase)									(721,000)
Increase in Public Safety User Fees									(90,000)
Decrease in Corporate Services User Fees									2,800
Increase in Building Inspections User Fees									(121,000)
Increase in Transfer to Capital Fund for Asset Management									221,757
Increase in Community Services User Fees									(93,700)
Increase in Public Transit Revenue									(5,400)
Increase in Public Works User Fees									(25,000)
2016 Budget Allocated from General Fund Surplus									165,000
Increase in Transfer to MCFR									10,000
Increase in Transfer from Land, SWM & W&S Fund									(41,300)
									681,706
Tax revenue increase required resulting from recommended adjustments									2.55%





CITY OF YELLOWKNIFE

COUNCIL'S GOALS & OBJECTIVES

2016 - 2018

GOALS

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

1	2	3	4	5
<p>Better Engagement with Stakeholders, including public engagements that follow a process based on structured decision-making, and establishing a Council Communications Protocol (email, etc.).</p>	<p>Downtown Revitalization, including presentation of 50th Street revitalization concepts, providing direction on the long and short term plan for public lands on 50th Street, development of a critical path document and updating this strategic plan annually.</p>	<p>Strengthen and Diversify the Economy, including a review the Business License By-law, a review of procurement policies and procedures, undertaking business incubation, positioning Yellowknife as a knowledge center, lobbying the GNWT for a Hotel Levy, and discussions with the GNWT regarding airport improvements to allow for international travel.</p>	<p>Community Sustainability, including investigating strategies to incorporate non-market housing in densification strategies, lobbying for changes to GNWT legislation for LIC implementations, implementation and support for the Community Energy Plan, lobbying for Utility Credits and legislative or policy changes to support Net Metering, completing a new waste audit/strategy, and developing an agricultural strategy.</p>	<p>Stronger Internal Working Relationships and Accountability, including building upon the Governance Review and holding a facilitated workshop with Council and Administration to establish a common vision of leadership/management within the organization and clarifying decision-making roles and information sharing, establishing facilitated collaborative processes involving Council and Administration to address department-specific challenges, establishing and implementing follow-up processes with timelines in order to address recommendations from Operational Reviews, and implementing an annual staff survey.</p>

OBJECTIVES

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BUDGET SUMMARY

Summary - All Funds						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
Taxation (net of transfer)	25,639	25,933	26,061	27,006	30,029	30,914
Government Transfers	15,572	15,624	16,141	26,241	22,496	17,017
User Charges	21,790	22,358	22,683	23,300	23,838	24,414
Land Sales	2,263	2,834	8,502	4,899	5,141	2,661
Investment Income	(74)	100	150	60	60	60
	65,190	66,849	73,536	81,506	81,563	75,066
Expenditures (By Function)						
General Government	11,482	12,434	12,242	12,922	13,573	13,599
Community Services	11,081	9,026	9,266	10,256	13,539	16,468
Public Safety	6,703	7,107	7,429	7,949	8,141	8,178
Planning & Development	1,941	1,572	2,156	1,864	1,614	3,560
Public Works	9,598	12,885	13,593	14,694	14,783	14,798
Solid Waste Management	2,868	7,026	6,948	3,545	3,065	2,976
Water & Sewer	15,424	10,908	11,074	23,293	20,062	13,687
Land	981	4,741	4,737	4,871	4,258	3,089
Service Connection Failure Assistance	964	1,076	1,076	1,240	1,246	1,252
Amortization	11,479	12,837	12,673	13,010	13,215	13,987
	72,519	79,611	81,193	93,644	93,495	91,592
Net Revenue (Expenditures)	(7,329)	(12,762)	(7,657)	(12,138)	(11,932)	(16,527)
Debt Proceeds	-	-	-	-	-	1,000
Debt Principal Repayments	(1,415)	(1,460)	(1,460)	(1,507)	(1,556)	(1,656)
Change in Fund Balance						
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(8,744)	(14,222)	(9,117)	(13,645)	(13,488)	(17,183)
Reallocation of Expenses Related to Investment in Tangible Capital Assets	11,479	12,837	12,673	13,010	13,215	13,987
Change in Fund Balance	2,735	(1,385)	3,557	(635)	(273)	(3,196)
Opening Balance	623	14,709	3,358	6,915	6,280	6,007
Closing Balance	3,358	13,324	6,915	6,280	6,007	2,811

BUDGET SUMMARY

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Expenditures (By Object)							
Capital	16,479	16,330	17,769	27,362	26,143	23,347	
Grants	534	542	601	648	652	655	
Interest on Long-term Debt	707	662	662	615	565	542	
Salaries & Benefits	23,631	24,481	24,440	25,648	26,840	27,651	
Land	981	4,741	4,737	4,871	4,258	3,089	
Operations & Maintenance	18,574	19,718	19,910	21,190	21,523	22,021	
Valuation Allowance	134	300	400	300	300	300	
Amortization	11,479	12,837	12,673	13,010	13,215	13,987	
	72,519	79,611	81,193	93,644	93,495	91,592	

Notes:

Fund Balances

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	
Operating Fund Balances							
General Fund	4,982	4,105	5,315	5,316	5,319	5,318	
Land Development Fund	2,590	1,032	4,063	2,733	1,332	212	
Solid Waste Management Fund	(16,629)	(513)	(16,548)	(16,202)	(15,842)	(15,469)	(1)
Water & Sewer Fund	(1,134)	(625)	(956)	(971)	(882)	(888)	
Service Connection Failure Assistance Fund	74	(28)	203	203	203	203	
	(10,117)	3,969	(7,923)	(8,922)	(9,870)	(10,624)	
Capital Fund Balance	5,968	2,111	6,375	6,044	4,837	1,854	
Reserve Balances							
Information Technology	891	626	750	852	862	817	
Major Community Facility	2,802	2,845	2,862	2,932	3,002	3,072	
Mobile Equipment	2,859	2,661	1,534	444	485	485	
Downtown Development	572	507	587	657	799	442	
Heritage Committee	163	125	144	144	144	144	
Revitalization Initiative Reserve	-	-	2,113	3,658	5,275	6,148	
Twin Pine Hill Trail	9	270	260	260	260	260	
Samuel Colley Donation	211	210	212	212	212	212	
	7,508	7,244	8,463	9,158	11,039	11,580	
	3,358	13,324	6,915	6,280	6,007	2,811	

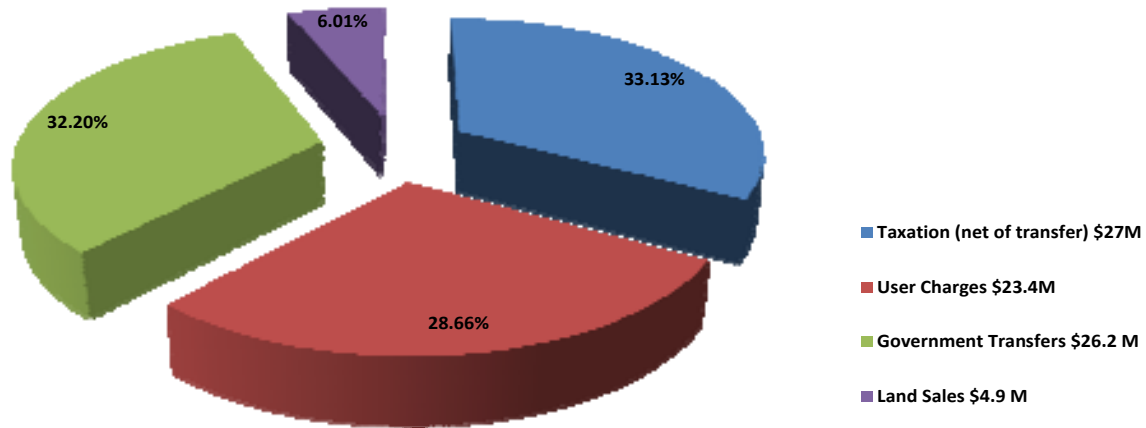
Note:

(1) Mostly resulted from the increase in landfill closure liability of \$16.1M in 2014, \$0.4M from 2015 onwards

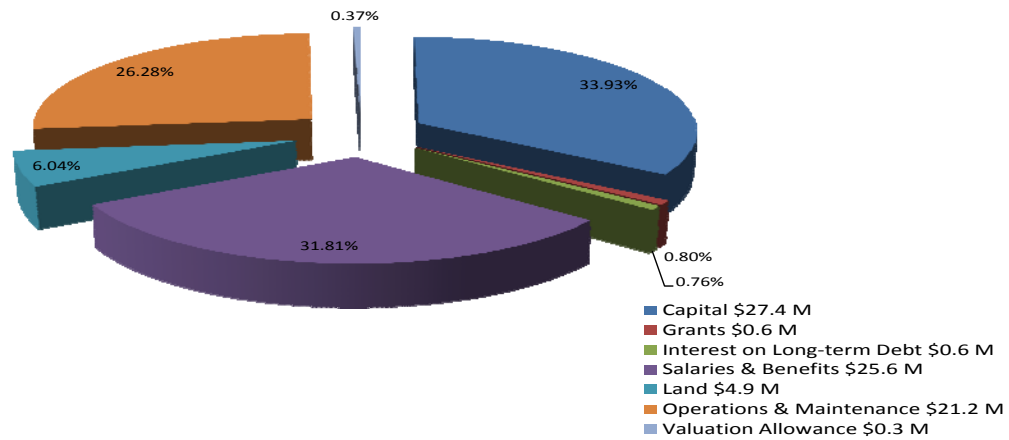


BUDGET SUMMARY

2017 BUDGET TOTAL REVENUE (\$81.5M)



2017 BUDGET TOTAL EXPENDITURES (\$80.6M)



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STAFFING SUMMARY

Staffing by Department: (FTE)	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget
City Administration	13.00	13.00	13.00	13.50	13.50	13.50
Corporate Services	27.67	27.33	27.33	27.71	28.40	28.71
Communications & Econ. Development	3.00	3.00	3.00	3.00	3.00	3.00
Community Services	57.84	58.18	58.18	60.78	60.78	60.78
Public Safety	47.08	47.08	47.08	53.08	53.08	53.08
Planning & Development	11.00	11.00	11.00	11.00	11.00	11.00
Public Works & Engineering	56.72	54.99	54.99	54.63	54.63	54.63
	216.31	214.58	214.58	223.70	224.39	224.70
Permanent	195.04	194.04	194.04	200.04	201.04	201.54
Part-time/Casual	21.27	20.54	20.54	23.66	23.35	23.16
	216.31	214.58	214.58	223.70	224.39	224.70
Net change in FTE positions		4.96	4.96	9.12	0.69	0.31

STAFFING SUMMARY

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GENERAL FUND

General Fund Operations						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
Taxation	25,639	25,933	26,061	27,006	30,029	30,914
Taxes Allocated To Capital	(1,214)	(528)	(528)	-	(1,700)	(1,700)
Government Transfers	301	291	441	485	285	285
User Charges	8,045	7,903	8,484	8,281	8,352	8,443
Investment Income	(74)	100	150	60	60	60
	32,698	33,699	34,607	35,832	37,026	38,002
Expenditures (By Activity)						
General Government	10,638	11,473	11,497	11,924	12,533	12,854
Community Services	8,661	8,713	8,887	9,480	9,538	9,696
Public Safety	6,333	6,690	6,887	7,380	7,639	7,916
Planning & Development	1,300	1,572	1,581	1,539	1,614	1,660
Public Works	6,637	6,992	6,765	6,986	7,221	7,443
(Gain) Loss on disposal of Tangible Capital Assets	24	-	-	-	-	-
Amortization	6,569	6,992	6,636	6,534	6,707	7,092
	40,162	42,431	42,253	43,843	45,252	46,661
Net Revenue (Expenditures)	(7,464)	(8,733)	(7,646)	(8,011)	(8,226)	(8,658)
Interfund Transfers						
(To) From Water & Sewer Fund	1,126	1,154	1,154	1,183	1,213	1,243
(To) From Solid Waste Fund	-	318	318	326	334	342
(To) From Land Fund	175	179	179	184	189	193
(To) From Reserve	35	(75)	(308)	(214)	(213)	(213)
Change in Fund Balance						
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(6,128)	(7,156)	(6,303)	(6,533)	(6,704)	(7,093)
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,593	6,992	6,636	6,534	6,707	7,092
Change in Fund Balance	465	(164)	333	1	3	(1)
Opening Balance	4,517	4,269	4,982	5,315	5,316	5,319
Closing Balance	4,982	4,105	5,315	5,316	5,319	5,318

GENERAL FUND

Expenditures by Activity And Division (cont'd)

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
General Government						
Fiscal Services	397	497	597	506	510	514
Mayor & Council	1,111	1,241	1,318	1,316	1,369	1,381
City Administrator	2,863	2,751	2,705	2,817	3,061	3,103
Corporate Services	5,588	6,197	6,104	6,477	6,756	6,999
Communications & Economic Development	679	788	773	808	837	857
	10,638	11,473	11,497	11,924	12,533	12,854
Community Services						
Administration	888	866	883	1,030	1,001	916
City Hall	384	353	332	347	357	372
Arenas	2,024	2,059	2,138	2,218	2,340	2,414
Fieldhouse	774	777	738	832	859	883
Curling Club	158	160	125	114	117	121
Parks	1,193	1,192	1,172	1,247	1,280	1,310
Library	1,086	1,110	1,103	1,141	1,177	1,207
Pool	1,578	1,564	1,646	1,637	1,706	1,761
Wildcat	20	16	18	15	16	17
Recreation	557	617	732	899	685	697
	8,661	8,713	8,887	9,480	9,538	9,696
Public Safety						
Administration	539	550	551	553	573	583
Fire & Ambulance	4,535	4,710	4,924	5,063	5,526	5,732
Municipal Enforcement	1,259	1,430	1,412	1,765	1,540	1,601
	6,333	6,690	6,886	7,380	7,639	7,916

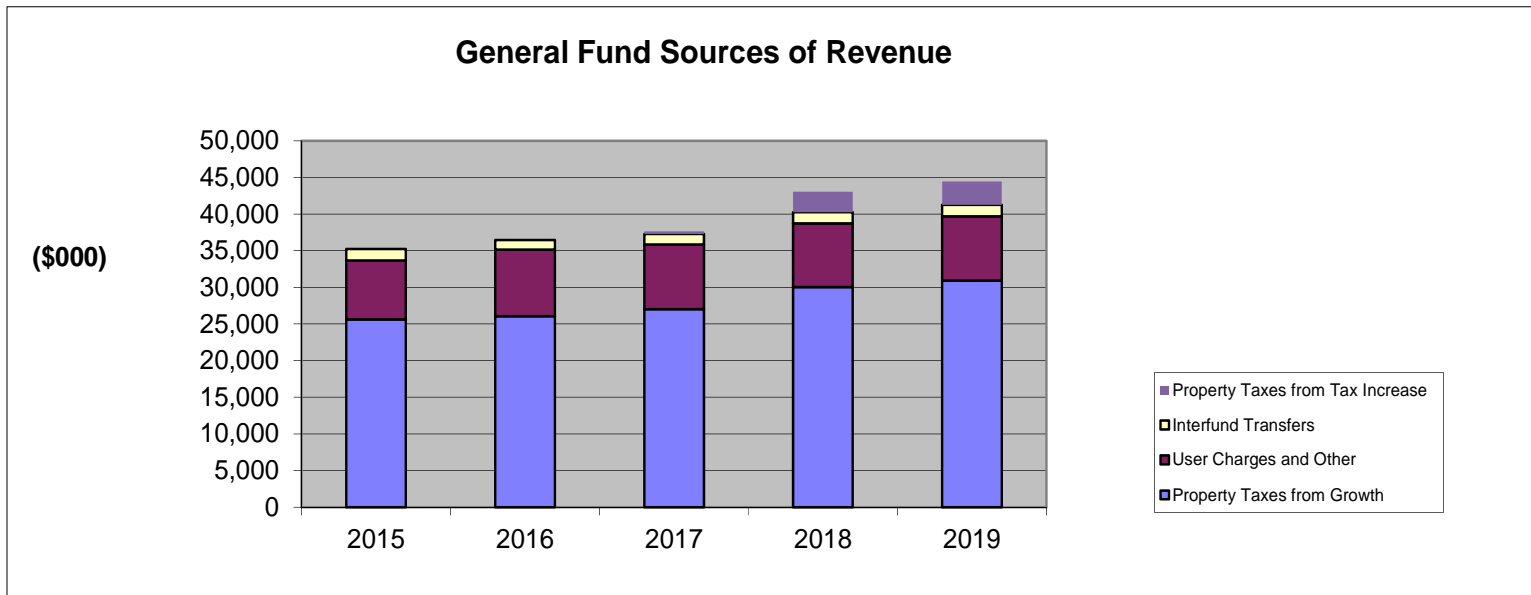
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GENERAL FUND

Expenditures by Activity And Division (cont'd)

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Planning & Development						
Administration	519	535	535	538	572	584
Building Inspections	304	328	326	338	352	363
Planning & Lands	477	709	720	663	690	713
	<u>1,300</u>	<u>1,572</u>	<u>1,581</u>	<u>1,539</u>	<u>1,614</u>	<u>1,660</u>
Public Works						
Administration	636	899	776	815	852	879
City Garage	1,046	780	688	794	821	848
Public Transit	1,527	1,630	1,585	1,648	1,687	1,740
Roads & Sidewalks	3,428	3,684	3,716	3,729	3,862	3,977
	<u>6,637</u>	<u>6,993</u>	<u>6,766</u>	<u>6,986</u>	<u>7,221</u>	<u>7,443</u>
Details of All O&M						
Wages & Benefits	20,368	21,225	21,180	22,362	23,462	24,088
General Services	4,984	5,717	5,800	5,940	5,926	6,064
Materials	1,714	1,816	1,925	1,948	2,002	1,985
Maintenance	1,368	1,568	1,578	1,662	1,697	1,778
Utility- Fuel	607	613	539	641	624	659
Utility- Power	2,188	2,162	2,214	2,355	2,441	2,539
Vehicle O&M	848	695	565	613	633	669
Others (Insurance, grants & bad debts)	1,517	1,644	1,816	1,787	1,761	1,786
Amortization	6,569	6,992	6,636	6,534	6,707	7,092
	<u>40,162</u>	<u>42,431</u>	<u>42,253</u>	<u>43,843</u>	<u>45,252</u>	<u>46,661</u>



General Fund Revenue from 2015 to 2019



GENERAL FUND - Fiscal Services

Fiscal Services							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Notes
Revenue							
Taxation	25,639	25,933	26,061	27,006	30,029	30,914	(1)
Taxes Allocated to Capital	(1,214)	(528)	(528)	-	(1,700)	(1,700)	(2)
Government Transfers	-	75	75	75	75	75	
User Charges:							
Power Distribution Franchise Fee	1,054	1,000	1,000	1,000	1,010	1,020	
Tax Penalties	392	385	415	430	440	450	
Others	23	-	48	-	-	-	
Investment Income	(74)	100	150	60	60	60	
	<u>25,820</u>	<u>26,965</u>	<u>27,221</u>	<u>28,571</u>	<u>29,914</u>	<u>30,819</u>	
Expenditures (By Object)							
Cash Management	263	197	197	206	210	214	
Valuation Allowance	134	300	400	300	300	300	
	<u>397</u>	<u>497</u>	<u>597</u>	<u>506</u>	<u>510</u>	<u>514</u>	
Net Revenue (Expenditures)	<u>25,423</u>	<u>26,468</u>	<u>26,624</u>	<u>28,065</u>	<u>29,404</u>	<u>30,305</u>	
Interfund Transfers							
From Water & Sewer Fund	1,126	1,154	1,154	1,183	1,213	1,243	(3)
From Solid Waste Fund	-	318	318	326	334	342	(3)
From Land Development Fund	175	179	179	184	189	193	(3)
	<u>1,301</u>	<u>1,651</u>	<u>1,651</u>	<u>1,693</u>	<u>1,735</u>	<u>1,778</u>	
	<u>26,724</u>	<u>28,120</u>	<u>28,275</u>	<u>29,758</u>	<u>31,139</u>	<u>32,083</u>	
Details of Other O&M							
General Services (Financial Charges)	188	197	197	206	210	214	
Materials	-	-	-	-	-	-	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others (Mainly Bad Debts)	209	300	400	300	300	300	
	<u>397</u>	<u>497</u>	<u>597</u>	<u>506</u>	<u>510</u>	<u>514</u>	

Notes:

- (1) 2017 property taxes are based on 2016 assessed values. Growth in 2016 assessed values is based on a review of building permits to September 2016. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as Crown corporations. 2016 assessment growth was based on a 2.16% increase from property development. The increase in taxation is based on the assumption that the mill rate will increase by 1.24% in 2017, 8.84% in 2018 and 1.14% in 2019.
- (2) Taxes allocated to the Capital Fund are used to pay principal and interest on general capital debts.
- (3) Salaries and overhead costs associated with administering other Funds are recovered by charging estimated administration fees.

GENERAL FUND - Fiscal Services

2017 Property Tax Revenue

Classification	Mill Rate	2016 Assessment (000's)	2016 Growth (000's)	2017 Revenue (000's)	Growth (%)	Note
Residential	6.07	1,478,092	37,631	9,207	2.5%	
Multi-residential	6.43	397,025	-3,806	2,528	-1.0%	(1)
Commercial/Industrial	12.94	784,533	22,598	10,443	2.9%	
Mining & Quarrying	16.90	10,196	78	174	0.8%	
High Density Parking	6.75	4,778	0	32	0.0%	
Agriculture	6.20	4,176	88	26	2.1%	
		2,678,800	56,589	22,410	2.1%	
Exempt Properties		0	0	-80	0.0%	
		2,678,800	56,589	22,330	2.1%	

Classification	Mill Rate	2016 Assessment (000's)	2016 Growth (000's)	2017 Revenue (000's)	Growth (%)
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Government of the Northwest Territories

Residential	6.07	5,285	0	32	0.0%
Multi-residential	6.43	6,666	0	43	0.0%
Commercial/Industrial	12.94	233,332	9,833	3,146	4.2%
Mining & Quarrying	16.90	0	0	0	0.0%
		245,283	9,833	3,221	4.0%

Government of Canada

Residential	6.07	51,692	32	314	0.1%
Multi-residential	6.43	27,641	0	178	0.0%
Commercial/Industrial	12.94	63,888	-27	826	0.0%
		143,221	5	1,318	0.0%

Crown Corporations

Commercial/Industrial	12.94	10,552	0	137	0.0%
		10,552	0	137	0.0%
		399,056	9,838	4,676	4.0%

Total		3,077,856	66,427	27,006	2.16%
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Note:

(1) Once the multi-residential lots are subdivided, developed and sold to individual owners, the assessment class will be changed to "Residential" eg The Summit Condominium.



GENERAL FUND - Mayor & Council

Mayor and Council Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Other	1	-	1	-	-	-	
	1	-	1	-	-	-	
Expenditures (By Activity)							
Legislation & Governance	463	509	500	517	526	534	
Public Information	64	65	93	66	66	67	
Strategic Planning	-	75	75	35	75	75	(1)
Homeless Day Shelter	50	50	50	50	50	50	
Community Assistance	534	542	601	648	652	655	(2)
	1,111	1,241	1,318	1,316	1,369	1,381	
Net Revenue (Expenditures)	(1,110)	(1,241)	(1,317)	(1,316)	(1,369)	(1,381)	
Expenditures (By Object)							
Wages & Benefits	354	374	374	381	388	394	
Other O&M	757	867	944	935	981	987	
	1,111	1,241	1,318	1,316	1,369	1,381	
Details of Other O&M							
General Services	146	245	263	206	246	247	(3)
Materials	77	80	80	81	83	85	(4)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others (Mainly Grants)	534	542	601	648	652	655	
	757	867	944	935	981	987	

Note:

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

GENERAL FUND - Mayor & Council

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Grants						
Senior Citizens/Disabled Tax Rebate	119	124	174	180	184	187
Core Grants/Multi-Year Funding	320	254	263	244	244	244
Sponsorship	-	106	106	106	106	106
Community Service	-	58	58	68	68	68
Others	-	-	-	50	50	50
Special Grants	95	-	-	-	-	-
	534	542	601	648	652	655

	2015 Actual (\$)	2016 Budget (\$)	2016 Forecast (\$)	2017 Budget Approved (\$)	2018 Budget (\$)	2019 Budget (\$)
Core Grants /Multi-Year Funding						
Aurora Fiddlers Society	5,000	5,000	5,000	5,000	5,000	
Canadian Championship Dog Derby Association	12,500					
Ecology North	15,000	12,000	12,000	12,000	12,000	
Folk on the Rocks	13,600					
Food Rescue	10,000	15,000	15,000	15,000	15,000	
Foster Family Coalition of NWT	5,000					
North Word Writers Festival Society	3,500					
Northern Arts & Cultural Centre	65,000	52,000	52,000	52,000	52,000	
NWT Council For Persons With Disabilities	27,000	18,000	27,000	18,000	18,000	
NWT SPCA	10,000	12,250	12,250	12,250	12,250	
The Snow King Winter Festival	10,000	12,000	12,000	12,000	12,000	
Special Olympics NWT	4,000					
St. John Ambulance	9,000					
Western Arctic Moving Pictures		8,000	8,000	8,000	8,000	
Yellowknife Artist Run Community Centre		8,000	8,000	8,000	8,000	
Yellowknife Association for Community Living	11,000					
Yellowknife Climbing Club		5,000	5,000	5,000	5,000	
Yellowknife Golf Club	10,000					
Yellowknife Guild of Arts & Crafts	5,000					
Yellowknife Gymnastics Club	20,000	20,000	20,000	20,000	20,000	
Yellowknife Marine Rescue Society	4,500					
Yellowknife Playgroup Association	5,000	5,000	5,000	5,000	5,000	
Yellowknife Seniors Society	55,000	52,000	52,000	52,000	52,000	
Yellowknife Ski Club	20,000	30,000	30,000	20,000	20,000	
	320,100	254,250	263,250	244,250	244,250	244,250



GENERAL FUND - Mayor & Council

	2015 Actual (\$)	2016 Budget (\$)	2016 Forecast (\$)	2017 Budget Approved (\$)	2018 Budget (\$)	2019 Budget (\$)
Special Grants						
Canadian Parent's for French	347					
Food First Foundation	1,000					
Long John Jamboree	10,000					
MS Society of Canada AB/NT Division (Yellowknife Regional Office)	1,750					
Midnight Sun Fly in Association	7,500					
North Slave Metis Alliance	8,000					
NWT Breast Health/Breast Cancer Action Group	157					
NWT Mining & Heritage Society	3,500					
NWT Soccer Association	5,000					
NWT Pride	4,400					
NWT Riders	3,000					
NWT Wellness Society	1,500					
Old Town Community	6,000					
Western Arctic Moving Pictures	7,500					
YK Artist Run Community Centre	8,000					
YK Climbing Club	4,500					
YK Dance Collective	-400					
YK Community Garden Collective	2,250					
YK Multisport Club	5,000					
YK Shooting Club	1,500					
Young Life of Canada	3,500					
Yellowknife Farmers Market	10,000					
Yellowknife Wado Kai Karate Foundation	750					
	94,754	-	-	-	-	-

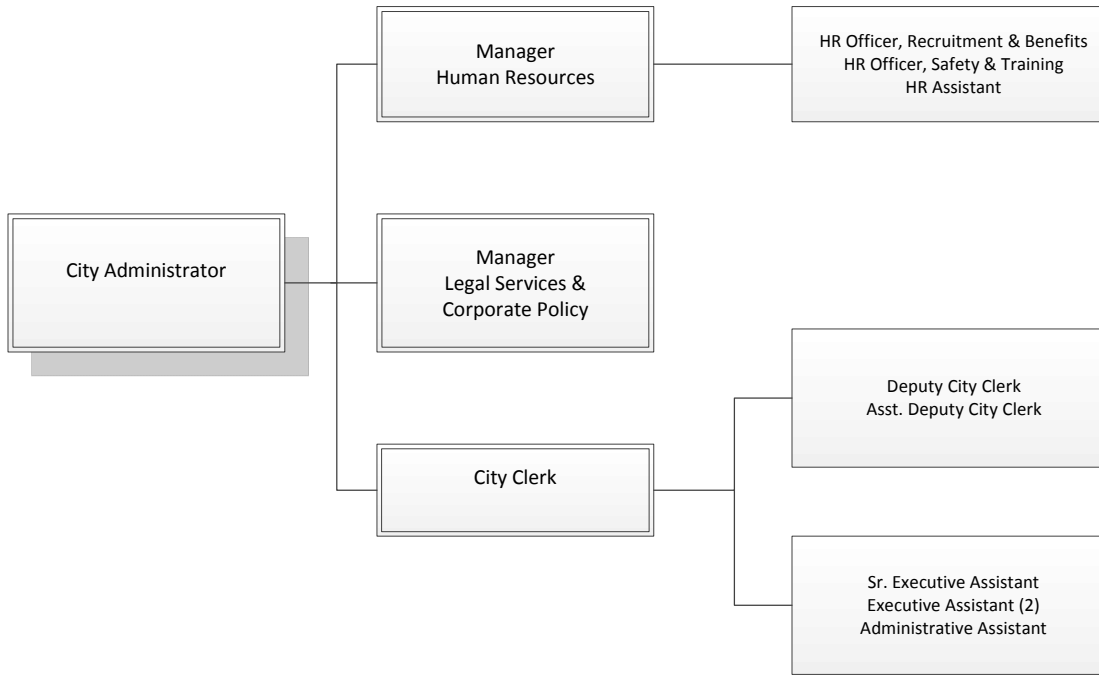
GENERAL FUND - Mayor & Council

	2015 Actual (\$)	2016 Budget (\$)	2016 Forecast (\$)	2017 Budget Approved (\$)	2018 Budget (\$)	2019 Budget (\$)
Sponsorship						
North Slave Metis Alliance		8,000	8,000			
YWCA Yellowknife		8,000	8,000			
Old Town Community Association		8,000	8,000			
NWT Riders Association		4,000	4,000			
NWT Wellness Society		1,500	1,500			
Canadian Parents for French		500	500			
Yellowknife International Airshow Society		10,000	10,000			
Folk on the Rocks		15,000	15,000			
Ptarmicon Society		5,000	5,000			
Canadian Championship Dog Derby		13,000	13,000			
Music NWT		5,000	5,000			
The Long John Society		13,000	13,000			
Yellowknife Farmers Market		9,500	9,500			
NWT Pride		5,000	5,000			
	-	105,500	105,500	105,500	105,500	105,500
Community Service						
MS - Yellowknife Branch		1,750	1,750			
St Johns Ambulance		5,000	5,000			
Tennis NWT		1,750	1,750			
Young Life of Canada - Skateboarding Ministries		5,000	5,000			
Special Olympics		4,000	4,000			
Yellowknife Association for Community Living		10,000	10,000			
Yellowknife Golf Club Association		10,000	10,000			
NWT Soccer		5,000	5,000			
Yellowknife Playschool Association		5,000	5,000			
Yellowknife Dance Collective		2,500	2,500			
Association franco de Yellowknife		2,500	2,500			
NWT Breast Health/Breast Cancer Action Group		1,750	1,750			
Great Slave Sailing Club		4,000	4,000			
	-	58,250	58,250	68,250	68,250	68,250



GENERAL FUND - City Administrator

Department



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	Note
City Administrator's Office	4.00	4.00	4.00	4.00	4.00	4.00	
City Clerk	6.00	6.00	6.00	6.50	6.50	6.50	(1)
Human Resources	3.00	3.00	3.00	3.00	3.00	3.00	
	13.00	13.00	13.00	13.50	13.50	13.50	
Permanent	13.00	13.00	13.00	13.00	13.00	13.00	
Part-time	0.00	0.00	0.00	0.50	0.50	0.50	
	13.00	13.00	13.00	13.50	13.50	13.50	
Note:							
(1) Additional 0.5 PY for Administrative Assistant from 2017 onwards							

GENERAL FUND - City Administrator

CITY ADMINISTRATOR'S OFFICE

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

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

Administration Department Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Expenditures (By Division)						
City Administrator	989	843	834	843	925	953
City Clerk	748	753	732	808	900	877
Human Resources	1,127	1,155	1,140	1,166	1,236	1,274
	<u>2,863</u>	<u>2,751</u>	<u>2,705</u>	<u>2,817</u>	<u>3,061</u>	<u>3,103</u>
Expenditures (By Object)						
Wages & Benefits	2,068	1,935	1,866	1,971	2,157	2,267
Other O&M	795	816	840	846	904	836
	<u>2,863</u>	<u>2,751</u>	<u>2,705</u>	<u>2,817</u>	<u>3,061</u>	<u>3,103</u>
Details of Other O&M						
General Services	655	697	703	727	724	709
Materials	140	119	137	119	180	127
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	-	-	-	-	-	-
Others	-	-	-	-	-	-
	<u>795</u>	<u>816</u>	<u>840</u>	<u>846</u>	<u>904</u>	<u>836</u>



GENERAL FUND - City Administrator

City Administrator Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Expenditures (By Activity)							
Legislation & Governance	366	312	309	312	343	353	
Policy Development	476	406	401	406	445	458	
Public Information	147	125	124	125	137	141	
	989	843	834	843	925	953	
Expenditures (By Object)							
Wages & Benefits	784	757	705	756	838	866	
Other O&M	205	86	129	87	87	87	
	989	843	834	843	925	953	
Details of Other O&M							
General Services	195	77	96	78	78	78	(1)
Materials	10	9	33	9	9	9	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	205	86	129	87	87	87	

Note

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

CITY CLERK'S DIVISION

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

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

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

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

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



GENERAL FUND - City Administrator

City Clerk Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Expenditures (By Activity)							
Legislation & Governance	104	158	154	170	126	184	
Board Support	68	68	66	73	81	79	
Election Administration	53	-	-	-	64	-	(1)
Public Information	157	158	154	170	189	184	
Records Management	75	75	73	81	90	88	
Administrative Support	291	294	285	315	350	342	
	<u>748</u>	<u>753</u>	<u>732</u>	<u>808</u>	<u>900</u>	<u>877</u>	
Expenditures (By Object)							
Wages & Benefits	569	602	585	653	695	718	(2)
Other O&M	179	151	147	155	205	159	
	<u>748</u>	<u>753</u>	<u>732</u>	<u>808</u>	<u>900</u>	<u>877</u>	
Details of Other O&M							
General Services	144	146	144	150	151	154	(3)
Materials	35	5	3	5	54	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	<u>179</u>	<u>151</u>	<u>147</u>	<u>155</u>	<u>205</u>	<u>159</u>	

Note

- (1) General election for the City Council in 2015 and 2018
- (2) Additional 0.5 PY for Administrative Assistant from 2017 onwards
- (3) Mostly advertising, webcasting and teleconferencing contracted costs

GENERAL FUND - City Administrator

City Clerk Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
Council & Committee meetings attended	62	58	67	65	65	65	
Ad hoc Committee meetings attended	42	46	36	35	35	35	
Directors meetings	51	49	51	51	51	51	
By-laws reviewed in preparation for Council	53	66	60	60	60	60	
Efficiency Measures:							
% of minutes prepared and distributed within timeframe as defined in the Council Procedures By-law	100%	100%	100%	100%	100%	100%	
Effectiveness Measures:							
# of weekly advertising circulars delivered	7,165	7,125	6,990	6,990	6,990	6,990	
Mayor/Council Election:							
Voter turnout	55%	55.20%			50%		(1)
Notes:							
(1) 29% in 2006, 48% in 2009, 49% in 2012 and 55.2% in 2015.							



GENERAL FUND - City Administrator

HUMAN RESOURCES

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

Human Resources Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Expenditures (By Activity)							
Payroll & Benefits Administration	315	323	319	327	346	357	
Labour Relations	158	162	160	163	173	178	
Employee Placement	192	196	194	198	210	217	
Employee Development	293	300	296	303	321	331	
Occupational Health & Safety	169	173	171	175	185	191	
	1,127	1,155	1,140	1,166	1,236	1,274	
Expenditures (By Object)							
Wages & Benefits	716	576	576	562	625	684	
Other O&M	411	579	564	604	611	590	
	1,127	1,155	1,140	1,166	1,236	1,274	
Details of Other O&M							
General Services	316	474	463	499	494	477	(1)
Materials	95	105	101	105	117	113	(2)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	411	579	564	604	611	590	

Note

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

GENERAL FUND - City Administrator

Human Resources Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
Recruitment							
No. new hires/promotions/transfers							
Permanent	38	38	30	30	30	30	
Casual/Part-time/Term	80	87	85	90	90	90	
Labour Relations							
No. grievances filed	11	13	8	10	10	10	
No. Joint Consultation Committee meetings held	7	3	2	8	8	8	
Payroll Benefit Administration							
No. T4s issued	375	392	400	400	400	400	
Employment Development							
No. conferences, seminars and training sessions attended by City staff	575	525	525	525	525	525	
Occupational Health & Safety							
No. safety related training workshops	95	70	80	80	80	80	
No. divisional ("toolbox") meetings	375	374	375	375	375	375	
No. Occupational Health & Safety meetings	5	8	8	8	8	8	
No. workplace injuries reported	21	21	19	17	15	13	
Efficiency Measures:							
Recruitment							
Cost per new hire	\$3,000	\$2,345	\$2,500	\$2,500	\$2,500	\$2,500	(1)
Labour Relations							
Average no. sick days per employee	7	7.4	7	7	7	7	
Payroll Benefit Administration							
Average contracted cost to process payroll per employee per pay period	\$3.00	\$2.56	\$2.70	\$2.80	\$2.90	\$3.00	(2)
Average monthly cost to the City to provide employee benefit package	\$140,723	\$140,433	\$143,500	\$146,000	\$149,000	\$152,000	
Employee Development							
Average annual cost of employee development:							
per employee	\$400	\$270	\$300	\$300	\$400	\$400	
per course	\$1,000	\$1,147	\$1,200	\$1,200	\$1,200	\$1,200	
Occupational Health & Safety							
No. of "lost time" accidents	6	7	3	3	3	3	



GENERAL FUND - City Administrator

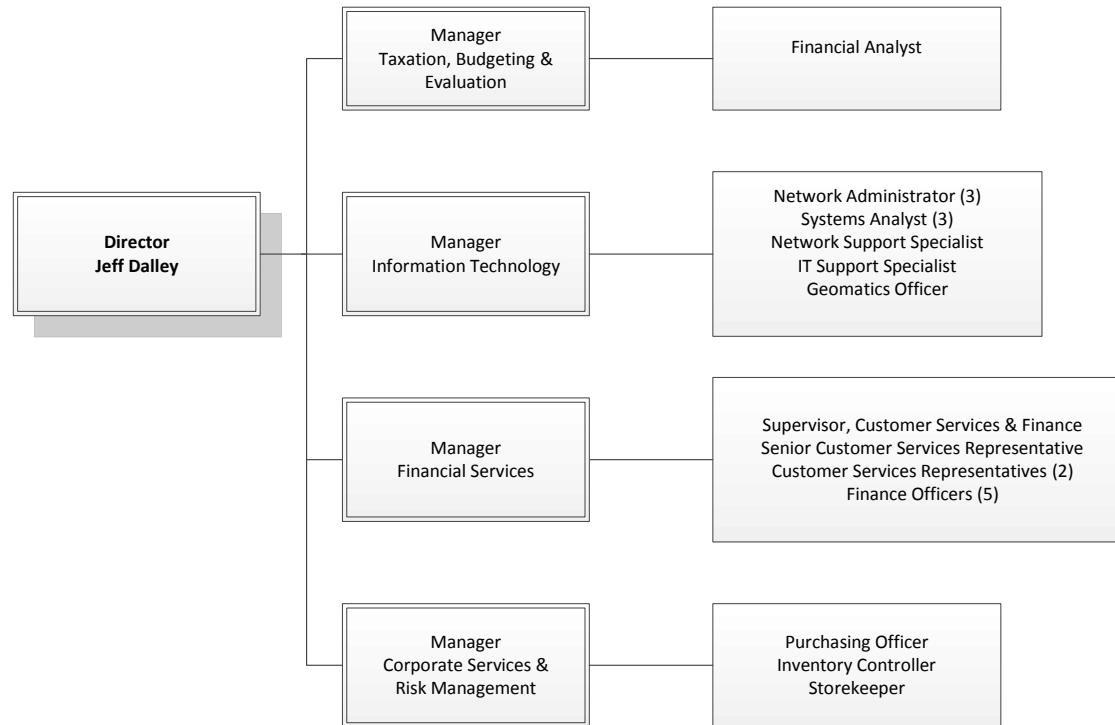
Human Resources Performance Measures (cont'd)							
	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Effectiveness Measures:							
Recruitment							
% of vacancies filled internally	50%	40%	50%	50%	50%	50%	
% of vacancies filled by fully qualified candidates	80%	76%	80%	80%	80%	80%	
Labour Relations							
Turnover ratio	15%	14.4%	15%	15%	15%	15%	
% of grievances settled before arbitration or withdrawn	75%	65%	75%	75%	75%	75%	
Employee Development							
Average no. training opportunities per employee per year	2.5	3.25	3.0	3.0	3.0	3.0	
Occupational Health & Safety							
Comparative analysis of injuries - increase or (decrease)	1	1	(2)	(2)	(2)	(2)	(3)
Notes:							
(1) Many of our hires in 2015 and YTD 2016 were local hires.							
(2) 2014 had higher payroll fees due to the attempt at implementing dayforce which has been on hold since 2015. This is why 2015 projected is higher than 2015 actual.							
(3) Number of workplace injuries for current year minus number of workplace injuries for previous year. A negative result indicates a decrease in injuries. In 2014 there were 20 reported injuries and 21 in 2015.							

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GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	Note
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	
Taxation & Budget	2.00	1.00	1.00	1.00	1.00	1.00	
Financial Services	5.00	9.33	9.33	9.40	9.40	9.40	
Corporate Services & Risk Mgmt	7.67	3.00	3.00	3.31	3.00	3.31	
Information Technology	8.00	9.00	9.00	9.00	10.00	10.00	(1)
	<u>27.67</u>	<u>27.33</u>	<u>27.33</u>	<u>27.71</u>	<u>28.40</u>	<u>28.71</u>	
Permanent	27.00	27.00	27.00	27.00	28.00	28.00	(1)
Part-time/Casual	0.67	0.33	0.33	0.71	0.40	0.71	
	<u>27.67</u>	<u>27.33</u>	<u>27.33</u>	<u>27.71</u>	<u>28.40</u>	<u>28.71</u>	
Note:							
(1) In 2018, a Radio Communications Technologist will be added.							

GENERAL FUND - Corporate Services

CORPORATE SERVICES DIRECTORATE

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Purchasing and Risk Management. The managers who head each of these divisions report to the director, who sets the course for the department, and provides a level of advice and support to the municipality that is typically associated with the role of chief financial officer.

Corporate Services Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
Grants	125	125	125	125	125	125
User Charges	660	670	664	662	662	662
	785	795	789	787	787	787
Expenditures (By Division)						
Directorate	872	982	1,005	1,024	1,050	1,071
Taxation & Budgeting	326	333	333	338	368	361
Information Technology	2,126	2,708	2,593	2,741	2,903	3,068
Financial Services	771	821	818	969	990	1,007
Procurement Services	1,494	1,352	1,355	1,405	1,445	1,492
	5,588	6,197	6,104	6,477	6,756	6,999
Net Revenue (Expenditures)	(4,803)	(5,402)	(5,315)	(5,690)	(5,969)	(6,212)
Expenditures (By Object)						
Wages & Benefits	3,085	3,275	3,148	3,448	3,663	3,755
Other O&M	2,503	2,922	2,956	3,029	3,093	3,244
	5,588	6,197	6,104	6,477	6,756	6,999
Details of Other O&M						
General Services	751	903	927	904	899	955
Materials	394	442	438	454	485	497
Maintenance	581	770	770	828	844	907
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	4	5	6	5	5	6
Others (Insurance)	774	802	815	839	860	881
	2,504	2,922	2,956	3,029	3,093	3,244



GENERAL FUND - Corporate Services

Directorate Budget				2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)					
Revenue							
Expenditures (By Activity)							
Labour Relations	33	37	38	39	40	40	
Legislation & Governance	195	220	225	230	235	240	
Policy Development	100	113	116	118	121	123	
Long-Range Planning	99	111	114	116	119	121	
Public Information	92	104	106	109	111	113	
Financial Reporting, Analysis & Budgeting	352	396	405	413	424	432	
	<u>872</u>	<u>982</u>	<u>1,005</u>	<u>1,024</u>	<u>1,050</u>	<u>1,071</u>	
Expenditures (By Object)							
Wages & Benefits	774	881	881	903	926	945	
Other O&M	98	101	124	121	124	126	
	<u>872</u>	<u>982</u>	<u>1,005</u>	<u>1,024</u>	<u>1,050</u>	<u>1,071</u>	
Details of Other O&M							
General Services	97	96	119	116	119	121	(1)
Materials	1	5	5	5	5	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	<u>98</u>	<u>101</u>	<u>124</u>	<u>121</u>	<u>124</u>	<u>126</u>	

Note:

(1) Mostly contracted costs

GENERAL FUND - Corporate Services

TAXATION, BUDGETING AND EVALUATION DIVISION

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

Taxation, Budgeting & Evaluation Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Grants	125	125	125	125	125	125	
	125	125	125	125	125	125	
Expenditures (By Activity)							
Property Assessment & Taxes	258	261	261	264	292	284	(1)
Budgeting	68	72	72	74	76	77	
	326	333	333	338	368	361	
Net Revenue (Expenditures)	(201)	(208)	(208)	(213)	(243)	(236)	
Expenditures (By Object)							
Wages & Benefits	114	120	120	124	126	128	
Other O&M	212	213	213	214	242	233	
	326	333	333	338	368	361	
Details of Other O&M							
General Services	204	204	204	205	232	223	(2)
Materials	-	-	-	-	-	-	
Maintenance	8	9	9	9	10	10	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	212	213	213	214	242	233	

Notes:

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



GENERAL FUND - Corporate Services

INFORMATION TECHNOLOGY DIVISION

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

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

Information Technology Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
User Charges	1	-	1	1	1	1	
	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
Expenditures (By Activity)							
Maintenance	1,240	1,580	1,512	1,632	1,745	1,872	
Installation	225	287	275	279	288	299	
Training & Support	503	641	613	630	663	683	
System Development	158	201	193	200	208	214	
	<u>2,126</u>	<u>2,708</u>	<u>2,593</u>	<u>2,741</u>	<u>2,903</u>	<u>3,068</u>	
Net Revenue (Expenditures)	<u>(2,125)</u>	<u>(2,708)</u>	<u>(2,592)</u>	<u>(2,740)</u>	<u>(2,902)</u>	<u>(3,067)</u>	
Expenditures (By Object)							
Wages & Benefits	1,098	1,271	1,150	1,254	1,429	1,459	(1)
Other O&M	1,028	1,437	1,443	1,487	1,474	1,609	
	<u>2,126</u>	<u>2,708</u>	<u>2,593</u>	<u>2,741</u>	<u>2,903</u>	<u>3,068</u>	
Details of Other O&M							
General Services	322	470	477	448	411	472	(2)
Materials	133	204	204	219	228	239	(3)
Maintenance	572	761	761	819	834	897	(4)
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	1	2	2	1	1	1	
Others	-	-	-	-	-	-	
	<u>1,028</u>	<u>1,437</u>	<u>1,443</u>	<u>1,487</u>	<u>1,474</u>	<u>1,609</u>	

Notes:

- (1) Starting from January 2018, a new Radio Communications Technologist will be added
 (2) Communication infrastructures & Others
 (3) Mostly computer hardware
 (4) Mostly software maintenance

GENERAL FUND - Corporate Services

Information Technology Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators						
No. of IT staff	9	10	10	10.5	11	11
No. of servers	113	116	109	98	102	106
Physical	33	35	38	33	33	33
Virtual	80	81	71	65	69	73
No. of client workstations	143	136	141	143	145	147
No. of public access workstations	8	8	8	8	8	8
No. of laptops	49	45	58	60	62	64
Administration	16	16	16	16	16	16
Elected Officials	5	5	5	5	5	5
Dedicated	19	19	31	32	33	34
Loaners	4	3	4	4	4	4
iPads	5	2	2	3	4	5
No. of cell phones	76	50	48	48	48	48
No. of special purpose computer systems	73	73	77	81	86	91
No. of security cameras	57	57	54	52	50	48
No. of network devices	60	61	122	127	132	137
No. of applications supported	807	1206	1245	1215	1187	1177
Desktop (core)	28	38	41	36	34	33
Desktop (specialized)	335	472	492	483	480	480
Server / Backend	192	421	427	415	399	391
CityView	15	16	16	16	16	16
CityWorks	7	6	6	6	6	6
Class	16	15	15	15	15	15
Diamond/eEnterprise	49	56	56	55	55	55
FDM	8	16	16	16	16	16

(Cont'd...)



GENERAL FUND - Corporate Services

Information Technology Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
GeoWare	14	14	14	14	14	14
GIS	100	91	92	91	88	88
IVR	2	2	2	0	0	0
Web	31	39	48	48	44	43
Operating Systems	10	20	20	20	20	20
No. of work orders opened	4,334	4,358	3,934	3,738	3,551	3,373
No. of work orders closed	4,586	4,542	4,082	3,878	3,684	3,500
% of work orders closed	106%	104%	104%	104%	104%	104%
No. of web site visitors / session	514,149	511,674	562,295	605,185	650,761	700,270
Efficiency Measures						
Average infrastructure cost per client device	\$2,900	\$3,199	\$4,165	\$4,238	\$4,385	\$4,532
Average infrastructure cost per device	\$1,794	\$1,719	\$1,414	\$1,572	\$1,463	\$1,370
Average support cost per client device	\$3,487	\$4,120	\$4,411	\$4,339	\$4,534	\$4,649
Effectiveness Measures						
% of users receiving updated PC	25%	25%	25%	25%	25%	25%
Web site visitors / sessions per day	1,409	1,402	1,541	1,658	1,783	1,919
Webcast sessions	3,860	3,871	3,399	3,433	3,468	3,502

GENERAL FUND - Corporate Services

FINANCIAL SERVICES DIVISION

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

Financial Services Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Notes
Revenue							
User Charges	547	557	539	548	548	548	
	547	557	539	548	548	548	
Expenditures (By Activity)							
Cash Receipts & Collections	120	128	127	151	155	157	
Cash Management	50	53	53	63	65	66	
Customer Invoicing & Tax notices	207	221	220	306	311	315	
Financial Analysis and Reporting	84	89	89	101	104	106	
Licensing & Permits	92	98	98	101	104	106	
Public Information/Inquiry & Customer Service	167	178	177	183	188	192	
Vendor Payments	50	54	54	63	65	66	
	771	821	818	969	990	1,007	
Net Revenue (Expenditures)	(224)	(264)	(279)	(421)	(442)	(459)	
Expenditures (By Object)							
Wages & Benefits	639	705	699	839	861	878	
Other O&M	132	116	119	130	129	129	
	771	821	818	969	990	1,007	
Details of Other O&M							
General Services	24	26	26	26	26	26	(1)
Materials	108	90	93	104	103	103	(2)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	132	116	119	130	129	129	

Notes:

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



GENERAL FUND - Corporate Services

Financial Services Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Accounts Payable and Disbursements							
No. of accounts payable invoices processed	6,500	5,394	5,400	5,400	5,400	5,400	
No. of Visa card transactions processed	6,000	6,526	6,500	6,500	6,500	6,500	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	2,100	1,876	1,900	2,000	2,000	2,000	
No. of accounts payable cheques issued	1,100	928	900	850	850	850	
Cash Receipt and Collections							
No. of cash receipts issued	52,500	52,724	52,700	52,700	52,700	52,700	
Customer Invoicing							
No. of utility customer accounts	5,550	5,581	5,600	5,650	5,650	5,650	
No. of tax customer accounts	5,500	5,783	5,850	5,900	5,900	5,900	
No. of tax certificates issued	650	706	650	650	650	650	
No. of accounts receivable invoices processed	7,000	6,909	6,900	6,900	6,900	6,900	
Lottery Licensing							
No. of lottery licences issued	300	316	315	315	315	315	
Efficiency Measures							
Accounts Payable and Disbursements							
Cost per procurement transaction							
- Visa	2.88	2.58	2.62	2.67	2.73	2.80	(1)
- Electronic funds transfer	3.18	3.30	3.36	3.41	3.46	3.53	(1)
- Cheques	4.99	4.65	4.80	4.92	5.00	5.07	(1)
Customer Invoicing							
Cost to process and mail a utility invoice	1.91	2.20	2.22	2.30	2.33	2.36	
Effectiveness Measures							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after statement date	1,500	1,103	1,100	1,100	1,100	1,100	
Cash Management							
Average rate of return on investments	2.00%	1.65%	1.75%	2.00%	2.25%	2.25%	
No. of days positive cash balance	365	365	365	365	365	365	

(Cont'd...)

GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Cash Receipts and Collections							
Average days revenue outstanding							
Tax (net 60 days)	120	131	120	120	120	120	
Utility (net 21 days)	40	41	40	40	40	40	
Other (net 30 days) - not including land sales	90	86	90	90	90	90	
No. of utility accounts balances transferred to taxes	250	255	250	250	250	250	
No. of utility accounts using e-billing service	1,250	1,281	1,600	1,650	1,700	1,750	
Financial Analysis and Reporting							
Avg. no. of days reconciliations completed late	70	65	30	30	30	30	
Lottery Licensing							
No. of lottery statements outstanding	20	23	20	20	20	20	
Notes:							
(1) Cost for disbursement only; assumes same procurement cost for all methods.							



GENERAL FUND - Corporate Services

CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Procurement Services Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores where the City's inventory is warehoused and managed. The insurance work involves communicating claims and coverage information between the City's insurers and the user departments. Purchasing tasks include coordinating the procurement of goods and services for City departments through the issuance of tenders, requests for proposals (RFPs), purchase orders, or inventory.

Corporate Services & Risk Management Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	113	113	124	113	113	113
	113	113	124	113	113	113
Expenditures (By Activity)						
Customer Services	314	284	285	70	72	75
Material Purchasing	194	176	176	407	419	433
Inventory Management	149	135	135	140	144	149
Risk Management	673	609	610	632	650	671
Common costs	165	149	149	155	159	164
	1,494	1,352	1,355	1,405	1,445	1,492
Net Revenue (Expenditures)	(1,382)	(1,240)	(1,231)	(1,292)	(1,332)	(1,379)
Expenditures (By Object)						
Wages & Benefits	461	298	298	328	322	344
Other O&M	1,033	1,054	1,057	1,077	1,123	1,148
	1,494	1,352	1,355	1,405	1,445	1,492
Details of Other O&M						
General Services	104	106	101	108	110	113 (1)
Materials	152	143	136	126	149	151 (2)
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	3	3	4	4	4	4
Others (Insurance)	774	802	815	839	860	881
	1,033	1,054	1,057	1,077	1,123	1,148

Notes:

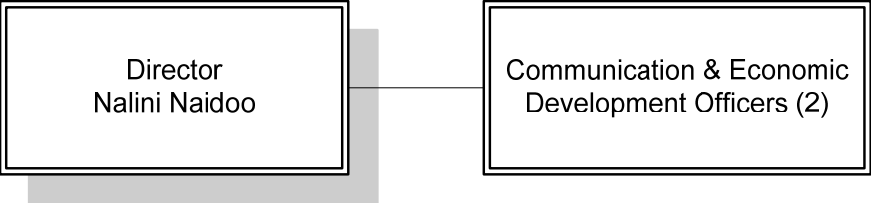
- (1) Telephone, communications and radio licensing
(2) Mostly photocopy supplies, office equipments & overhead

GENERAL FUND - Corporate Services

Corporate Services & Risk Management Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Inventory:							
Issuances	7,550	7,416	7,600	7,700	7,800	7,900	
Inventory line items received	810	1,342	1,550	1,300	1,500	1,400	
Year-end inventory value (000s)	575	584	575	550	575	565	(1) & (4)
Procurement:							
Number of purchase orders issued	110	110	70	68	65	64	(5)
Procurement card transactions (PCT)	6,600	6,690	6,700	6,700	6,700	6,700	(2)
Value of PCT (000s)	2,400	2,969	2,900	3,000	3,000	3,000	(2)
Number of cards issued	100	92	105	105	105	105	
Risk Management:							
Number of insurance incidents	14	14	20	20	20	20	(3)
Number of incidents turning into claims	10	9	10	10	10	10	
Efficiency Measures							
Inventory:							
Annual inventory turnover	1.5	1.5	1.6	1.6	1.7	1.7	(4)
% of inventory line items received and stored within 2 working days	90%	93%	95%	96%	97%	97%	
Notes:							
(1) The inventory dollar will stay high over the next few years because of the following:							
a) Completed adjusting max/min quantities for indoor inventory; now working on outside inventory							
b) Continue to add petroleum/oils/lubricants for mechanics; max/min quantities to be determined							
c) Inventory value also absorbing increases							
(2) Procurement card transactions and values may increase as we move to take advantage of rebates that are based on the total value of VISA transactions							
(3) Insurance claims are very difficult to predict. They can vary drastically from year to year and we have little control over the variables that affect them.							
(4) Turnover has decreased from 3.5 times in 2013 due to the absorption into inventory of extra (leftover) pipe and fittings from the Northlands project. These higher value/lower movement items will be on the books for a few years.							
(5) Purchase order quantities are expected to drop as transaction limits on VISA cards have been raised, and the attempt to move more spending in the direction of VISA.							



DEPARTMENT STAFFING



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget
Permanent Positions	3.00	3.00	3.00	3.00	3.00	3.00
	3.00	3.00	3.00	3.00	3.00	3.00

GENERAL FUND - Communications & Economic Development

DEPARTMENT OF COMMUNICATIONS AND ECONOMIC DEVELOPMENT

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

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

Communications & Economic Development Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfers							
Other Grants	54	50	50	50	50	50	
	54	50	50	50	50	50	
Expenditures (By Activity)							
Communications	340	394	387	404	419	428	
Economic Development	339	394	386	404	418	429	
	679	788	773	808	837	857	
Net Revenue (Expenditures)	(625)	(738)	(723)	(758)	(787)	(807)	
Expenditures (By Object)							
Wages & Benefits	397	421	406	437	449	458	
Other O&M	282	367	367	372	388	399	
	679	788	773	808	837	857	
Details of Other O&M							
General Services	279	363	363	368	383	394	(1)
Materials	3	4	4	4	5	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	282	367	367	372	388	399	

Notes:

(1) Public relations, communications, tourism and NFVA contracted costs



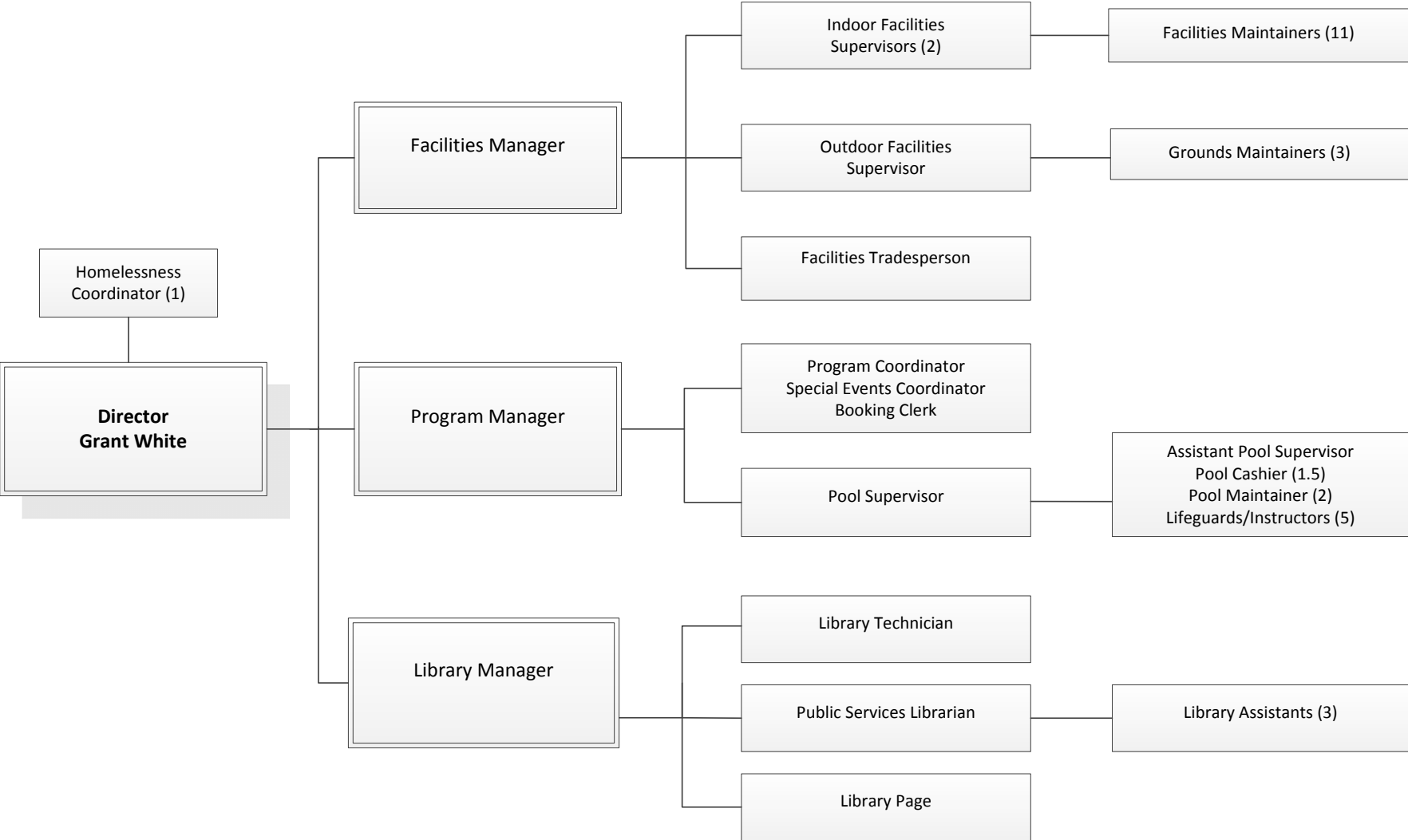
GENERAL FUND - Communications & Economic Development

Communications and Economic Development Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Communications Workload Indicators:							
Communications campaigns	22	22	30	30	30	30	
# Press conferences	10	10	5	5	5	5	1
# E News	19	19	20	20	20	20	
# Media releases	31	84	90	90	90	90	
# CED Media Inquiries	1,200	1,200	2,000	2,000	2,000	2,000	
Economic Development Workload Indicators:							
Monthly meetings with NWT Tourism	11	11	11	11	11	11	
Attendance at board meetings with NFVA	12	12	12	12	12	12	
Participation in NWT Tourism boards and committees	3	3	-	-	-	-	
Effectiveness Measures:							
% of Dept-led Economic Development Strategy action items implemented	100	100	100	-	-	-	2
% of Dept-led Business Incentive and Incubation Strategy implementation	-	-	100	100	100	100	
% of Dept-led Tourism Strategy action items implemented	100	100	100	100	100	100	
% of Dept-led Marketing Plan action items implemented	-	-	100	100	100	100	
# Facebook page reach	5,600	5,600	20,000	20,000	20,000	20,000	
# Twitter followers	3,000	3,000	4,000	4,000	4,000	4,000	
# YouTube viewers	99,600	99,600	115,000	150,000	160,000	160,000	
# of social media tactics	4	4	5	5	5	5	3
Notes:							
(1) The time for press conferences is still set aside for the media, but reporters tend to set up interviews based on reporting deadlines. The City respects those deadlines and has adjusted.							
(2) Strategy implementation ends in 2016							
(3) Youtube, Facebook, Instagram, Twitter, PlaceSpeak							

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DEPARTMENT STAFFING



GENERAL FUND - Community Services

Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	Note
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	(1)
Arenas/Parks	20.59	21.59	21.59	22.42	22.42	22.42	(2)
Fieldhouse	4.96	4.96	4.96	4.85	4.85	4.85	
Pool	13.56	12.85	12.85	13.45	13.45	13.45	
Programs	6.15	6.20	6.20	7.48	7.48	7.48	(3)
Library	7.25	7.25	7.25	7.25	7.25	7.25	
City Hall	0.23	0.23	0.23	0.23	0.23	0.23	(2)
Curling Club	0.07	0.07	0.07	0.07	0.07	0.07	(2)
Wildcat Café	0.03	0.03	0.03	0.03	0.03	0.03	(2)
	<u>57.84</u>	<u>58.18</u>	<u>58.18</u>	<u>60.78</u>	<u>60.78</u>	<u>60.78</u>	
Permanent	40.88	41.88	41.88	41.88	41.88	41.88	
Part-time/Casual	16.96	16.30	16.30	18.90	18.90	18.90	
	<u>57.84</u>	<u>58.18</u>	<u>58.18</u>	<u>60.78</u>	<u>60.78</u>	<u>60.78</u>	
Note:							
(1) From April 1, 2015 to March 31, 2019; Homelessness Co-ordinator will be 50% funded by City. Balance will be from the Federal Government.							
(2) Forcasted Facilities Tradesperson's time spending on these facilities (Arenas 0.3 PY)							
(3) Starting from 2017, one trained summer day camp worker							



GENERAL FUND - Community Services

COMMUNITY SERVICES DEPARTMENT

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

Community Services Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
Government Transfers						
Other Grants	124	116	266	310	110	110
User Charges	2,189	2,244	2,078	2,344	2,387	2,454
	<u>2,313</u>	<u>2,360</u>	<u>2,343</u>	<u>2,654</u>	<u>2,497</u>	<u>2,564</u>
Expenditures (By Activity)						
Administration	888	866	883	1,030	1,001	916
Arenas	2,024	2,059	2,138	2,218	2,340	2,414
Fieldhouse	774	777	738	832	859	883
Yellowknife Curling Club	158	160	125	114	117	121
Parks	1,193	1,192	1,172	1,247	1,280	1,310
Library	1,086	1,110	1,103	1,141	1,177	1,207
Pool	1,578	1,564	1,646	1,637	1,706	1,761
Recreation	557	617	732	899	685	697
Wildcat	20	16	18	15	16	17
City Hall	384	353	332	347	357	372
	<u>8,661</u>	<u>8,713</u>	<u>8,887</u>	<u>9,480</u>	<u>9,538</u>	<u>9,696</u>
Net Revenue (Expenditures)	<u>(6,347)</u>	<u>(6,353)</u>	<u>(6,543)</u>	<u>(6,827)</u>	<u>(7,041)</u>	<u>(7,131)</u>
Expenditures (By Object)						
Wages & Benefits	5,006	5,146	5,238	5,251	5,532	5,669
Other O&M	3,655	3,567	3,649	4,229	4,006	4,027
	<u>8,661</u>	<u>8,713</u>	<u>8,887</u>	<u>9,480</u>	<u>9,538</u>	<u>9,696</u>
Details of Other O&M						
General Services	882	832	909	1,210	983	899
Materials	333	336	368	373	340	347
Maintenance	717	700	688	754	772	789
Utility- Fuel	499	491	434	529	507	529
Utility- Power	1,157	1,134	1,179	1,289	1,332	1,385
Vehicle O&M & Fuel	67	74	69	71	74	78
Others	-	-	-	-	-	-
	<u>3,655</u>	<u>3,567</u>	<u>3,649</u>	<u>4,229</u>	<u>4,006</u>	<u>4,027</u>

GENERAL FUND - Community Services

Community Services Directorate Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
User Charges	18	15	10	18	20	21	(1)
	18	15	10	18	20	21	
Expenditures (By Activity)							
Legislation & Governance	249	243	248	290	281	257	
Facility Operations	125	122	124	145	141	129	
Program Delivery	182	177	181	211	205	188	
Library Services	125	122	124	145	141	129	
Public Information	207	202	206	240	233	214	
	888	866	883	1,030	1,001	916	
Net Revenue (Expenditures)	(870)	(851)	(873)	(1,012)	(981)	(895)	
Expenditures (By Object)							
Wages & Benefits	718	731	731	739	758	772	
Other O&M	170	135	152	292	243	144	
	888	866	883	1,030	1,001	916	
Details of Other O&M							
General Services	159	123	140	276	226	127	(2)
Materials	1	2	2	3	3	3	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	10	10	10	13	14	14	
Others	-	-	-	-	-	-	
	170	135	152	292	243	144	

Notes:

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



GENERAL FUND - Community Services

FACILITIES DIVISION – ARENAS

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

Arenas Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	834	860	753	885	911	937
	834	860	753	885	911	937
Expenditures (By Activity)						
Ice Maintenance	405	412	428	444	468	483
Arena Maintenance	951	968	1,004	1,042	1,100	1,134
Plant & Equipment Maintenance	668	679	706	732	772	797
	2,024	2,059	2,138	2,218	2,340	2,414
Net Revenue (Expenditures)	(1,190)	(1,199)	(1,385)	(1,333)	(1,430)	(1,477)
Expenditures (By Object)						
Wages & Benefits	892	920	955	905	1,026	1,052
Other O&M	1,132	1,139	1,183	1,313	1,314	1,362
	2,024	2,059	2,138	2,218	2,340	2,414
Details of Other O&M						
General Services	26	22	25	25	26	26
Materials	3	5	5	5	5	5
Maintenance	215	242	260	244	250	256
Utility- Fuel	257	253	203	270	240	249
Utility- Power	630	617	690	769	794	825
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	1,132	1,139	1,183	1,313	1,314	1,362

GENERAL FUND - Community Services

Arenas Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
Yellowknife Community Arena (YKCA)							
Ice rental (hours available for booking)	11,200	11,588	11,200	11,200	11,200	11,200	
Ice rental (non-billable hours)	950	5,520	1,100	1,100	1,100	1,100	(1)
Ice rental (billable hours)	10,250	6,068	10,100	10,100	10,100	10,100	
Ice rental (usage in hours)	6,700	1,522	6,700	6,700	6,700	6,700	
Multiplex							
Ice rental (hours available for booking)	23,000	23,405	23,000	23,000	23,000	23,000	
Ice rental (non-billable hours)	2,900	1,974	2,200	2,200	2,200	2,200	(2)
Ice rental (billable hours)	20,100	21,431	20,800	20,800	20,800	20,800	
Ice rental (usage in hours)	12,500	9,537	11,000	11,000	11,000	11,000	
Gym floor rental (hours available for booking)	12,200	12,086	12,200	12,200	12,200	12,200	
Gym floor rental (non-billable hours)	1,600	1,054	1,200	1,200	1,200	1,200	
Gym floor rental (billable hours)	10,600	11,032	11,000	11,000	11,000	11,000	
Gym floor rental (usage in hours)	6,300	5,192	5,500	5,500	5,500	5,500	
Multi-purpose room rental (hours available for booking)	11,000	11,000	11,000	11,000	11,000	11,000	
Multi-purpose room rental (non-billable hours)	1,400	1,109	1,400	1,400	1,400	1,400	
Multi-purpose room rental (billable hours)	9,600	9,891	9,600	9,600	9,600	9,600	
Multi-purpose room rental (usage in hours)	4,600	3,481	3,800	3,800	3,800	3,800	

(Cont'd...)



GENERAL FUND - Community Services

Arenas Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Efficiency Measures:							
Yellowknife Community Arena (YKCA)							
Recovery rate	26.18%	23.25%	21.20%	24.05%	24.13%	24.09%	
Usage rate	65%	25%	65%	65%	65%	65%	
Multiplex							
Recovery rate	38.00%	47.69%	42.08%	47.01%	48.21%	48.11%	
Usage rate - Ice	62%	45%	55%	55%	55%	55%	
Usage rate - Gym Floor	59%	47%	52%	52%	52%	52%	
Usage rate - Multi-purpose room	48%	36%	40%	40%	40%	40%	

Notes:

(1) Due to the new ice plant installation the facility was closed for 6 months

(2) Regular maintenance

GENERAL FUND - Community Services

Yellowknife Curling Club Budget	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	5	5	-	-	-	-
	5	5	-	-	-	-
Expenditures (By Facility)						
YK Curling Club	158	160	125	114	117	121
	158	160	125	114	117	121
Net Revenue (Expenditures)	(153)	(154)	(125)	(114)	(117)	(121)
Expenditures (By Object)						
Wages & Benefits	9	8	8	8	8	8
Other O&M	149	152	117	106	109	113
	158	160	125	114	117	121
Details of Other O&M						
General Services	2	2	3	2	2	2
Materials	-	-	-	-	-	-
Maintenance	31	34	30	34	35	36
Utility- Fuel	19	18	16	24	25	26
Utility- Power	97	98	69	46	47	49
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	149	152	117	106	109	113



GENERAL FUND - Community Services

FACILITIES DIVISION – PARKS

The Facilities Division operates and maintains Somba K'e Park, Lakeview Cemetery, city parks and trails, the Wildcat Café, Fireweed Studio, and outdoor fields for community use. This involves working closely with several volunteer recreation associations to schedule the use of ball diamonds, soccer pitches and tennis courts. In addition, the Division provides services such as delivery of rentable equipment, litter removal in the downtown core, and snow removal in the winter at various city sites and trails. The Facilities Division - Parks also maintains existing equipment and infrastructure within the parks, and plans for future community requirements through the budget process.

Parks Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfers	4	-	-	-	-	-	
User Charges	108	84	88	87	89	92	
	112	84	88	87	89	92	
Expenditures (By Activity)							
Plant/Equipment Maintenance	119	119	117	125	128	131	
Turf Maintenance	286	286	281	312	320	327	
Litter Collection	131	131	129	150	154	157	
Snow Removal	95	95	93	93	96	98	
Parks Maintenance	203	202	199	212	218	223	
Sports Fields Maintenance	144	144	141	156	160	164	
Special Events	107	107	106	87	90	92	
Cemetery Maintenance	95	95	93	100	102	105	
Janitorial	12	12	12	12	13	13	
	1,193	1,192	1,172	1,247	1,280	1,310	
Net Revenue (Expenditures)	(1,081)	(1,108)	(1,085)	(1,160)	(1,191)	(1,218)	
Expenditures (By Object)							
Wages & Benefits	801	827	821	876	901	918	
Other O&M	392	365	351	371	379	392	
	1,193	1,192	1,172	1,247	1,280	1,310	
Details of Other O&M							
General Services	128	116	102	124	126	129	(1)
Materials	162	147	147	151	154	157	
Maintenance	9	5	4	4	4	4	
Utility- Fuel	10	12	10	11	12	13	
Utility- Power	26	20	28	23	23	24	
Vehicle O&M & Fuel	57	64	60	58	60	65	
Others	-	-	-	-	-	-	
	392	365	351	371	379	392	

Notes:

(1) Mostly contracted costs

GENERAL FUND - Community Services

Parks Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators:						
Green Space Maintenance						
Sq. m. of Class A green space maintained	233,920	233,920	233,920	233,920	233,920	233,920
Sq. m. of Class B green space maintained	31,020	31,020	31,020	31,020	31,020	31,020
Sq. m. of Class C green space maintained	11,263	11,263	11,263	11,263	11,263	11,263
No. of transplanted trees maintained in green spaces	838	838	838	838	838	838
Playground Maintenance						
No. of playgrounds maintained	15	15	16	16	16	16
Sport Court & Fields Maintenance						
No. of tennis courts maintained	8	8	8	8	8	8
No. of ball diamonds maintained	7	7	7	7	7	7
No. of sports pitches maintained	4	4	4	4	4	4
No. of outdoor ice rinks maintained	6	6	6	6	6	6
No. of skateboard parks maintained	1	1	1	1	1	1
No. of basketball courts maintained	5	5	5	5	5	5
No. of beach volleyball courts maintained	1	1	1	1	1	1
Trail Maintenance						
Metres of paved trail maintained	2,400	2,400	2,400	2,400	2,400	2,400
Metres of unpaved trail maintained	7,500	7,500	7,500	7,500	7,500	7,500
City Core Maintenance						
No. of trees and flower pots maintained in city core	147	147	147	147	147	147
No. of litter receptacles emptied in city core	70	70	77	77	77	77
City Hall Grounds Maintenance						
No. of flower beds maintained in City Hall grounds	20	20	20	20	20	20
No. of days snow is required to be cleared from walkways	130	120	130	130	130	130
No. of days snow is required to be removed from trails	90	95	90	90	90	90
Cemetery Maintenance						
No. of burials per year	20	22	20	26	20	26
No. burial permits issued	15	24	15	24	15	24
Deliveries						
No. of delivery requests made in a year	130	122	130	130	130	130
No. of litter containers emptied (excluding city core)	149	149	149	149	149	149

(Cont'd...)



GENERAL FUND - Community Services

Parks Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Efficiency Measures:						
Green Space Maintenance						
Cost per sq. m. to maintain Class A green space	\$3.36	\$3.36	\$3.45	\$3.45	\$3.55	\$3.55
Cost per sq. m. to maintain Class B green space	\$1.76	\$1.76	\$1.80	\$1.80	\$1.86	\$1.86
Cost per sq. m. to maintain Class C green space	\$1.24	\$1.24	\$1.27	\$1.27	\$1.31	\$1.31
Cost per tree to maintain transplanted trees in green spaces	\$92.96	\$93.00	\$95.44	\$96.00	\$98.31	\$99.00
Playground Maintenance						
Cost per playground to maintain	\$3,718	\$3,718	\$3,818	\$3,818	\$3,932	\$3,932
Sport Court & Fields Maintenance						
Cost per tennis court maintained	\$1,859	\$1,859	\$1,909	\$1,909	\$1,966	\$1,966
Cost per ball diamond maintained	\$8,366	\$8,366	\$8,590	\$8,590	\$8,848	\$8,848
Cost per sports pitch maintained	\$13,428	\$13,428	\$13,786	\$13,786	\$14,200	\$14,200
Cost per outdoor ice rink maintained	\$4,648	\$4,648	\$4,772	\$4,772	\$4,915	\$4,915
Cost per skateboard park maintained	\$6,714	\$6,714	\$6,893	\$6,893	\$7,100	\$7,100
Cost per basketball court maintained	\$258	\$258	\$265	\$265	\$273	\$273
Trail Maintenance						
Cost per m. to maintain trails - summer	\$3.87	\$3.87	\$3.98	\$3.98	\$4.10	\$4.10
Cost per m. to maintain paved trails - winter	\$3.10	\$3.10	\$3.18	\$3.18	\$3.28	\$3.28
Downtown Core Maintenance						
Cost per sq. block for litter collection - summer (20 blocks)	\$3,615	\$3,615	\$3,712	\$3,712	\$3,823	\$3,823
Cost per sq. block for litter collection - winter (20 blocks)	\$1,549	\$1,549	\$1,591	\$1,591	\$1,638	\$1,638
Cost per tree or flower display maintained in city core	\$207	\$207	\$212	\$212	\$218	\$218
City Hall Grounds Maintenance						
Cost per flower bed maintained in City Hall grounds	\$248	\$248	\$255	\$255	\$262	\$262
Cost per year to clear walkways of snow	\$12,395	\$12,395	\$12,726	\$12,726	\$13,108	\$13,108
Cost per year to clear trails of snow	\$12,395	\$12,395	\$12,726	\$12,726	\$13,108	\$13,108
Cost of burials	\$7,437	\$7,437	\$7,635	\$7,635	\$7,865	\$7,865
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						

GENERAL FUND - Community Services

FACILITIES DIVISION – FIELDHOUSE

The Facilities Division operates and maintains the Fieldhouse for community use. This includes maintaining the equipment and structure of the building, and planning future repairs and upgrades to keep the use of the facility current to the needs of the community. The Facilities Division works closely with the Programs Division and several volunteer recreation associations in scheduling the use of the Fieldhouse.

Fieldhouse Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	327	325	259	335	345	355
	327	325	259	335	345	355
Expenditures (By Facility)						
Fieldhouse	774	777	738	832	859	883
	774	777	738	832	859	883
Net Revenue (Expenditures)	(448)	(452)	(479)	(497)	(514)	(528)
Expenditures (By Object)						
Wages & Benefits	490	512	490	477	493	505
Other O&M	284	265	248	355	366	378
	774	777	738	832	859	883

Details of Other O&M

General Services	3	3	3	3	3	3
Materials	4	6	6	4	4	4
Maintenance	62	72	54	94	96	98
Utility- Fuel	44	33	33	41	42	43
Utility- Power	171	151	151	214	221	230
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	284	265	248	355	366	378



GENERAL FUND - Community Services

Fieldhouse Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
Track - visits	29,000	30,944	29,000	30,000	30,000	30,000	
Play Area - visits	6,500	5,336	6,000	6,000	6,000	6,000	
Northwestel Field rentals (hours available for booking)	11,200	9,010	9,600	9,600	9,600	9,600	
Northwestel Field rentals (non-billable hours)	100	153	150	150	150	150	(1)
Northwestel Field rentals (billable hours)	11,100	8,857	9,450	9,450	9,450	9,450	
Northwestel Field rentals (usage in hours)	5,700	3,293	3,600	3,600	3,600	3,600	
Field 2 rentals (hours available for booking)	10,700	8,229	8,500	8,500	8,500	8,500	
Field 2 rentals (non-billable hours)	100	18	50	50	50	50	(1)
Field 2 rentals (billable hours)	10,600	8,211	8,450	8,450	8,450	8,450	
Field 2 rentals (usage in hours)	5,200	2,512	2,800	2,800	2,800	2,800	
Efficiency Measures:							
Recovery rate	40.90%	42.19%	35.09%	41.02%	41.11%	41.16%	
Northwestel Field usage rate	51%	37%	40%	40%	40%	40%	
Field 2 usage rate	49%	31%	31%	31%	31%	31%	
Notes:							
(1) Facility maintenance hours and City programs							

GENERAL FUND - Community Services

PROGRAMS DIVISION - AQUATICS

The Program Division manages all recreation programs and events, as well as Ruth Inch Memorial Pool itself. Aquatic programs are offered on a seasonal basis according to the demands and the needs of the community. The Division works closely with the public and volunteer organizations, local school boards, and government agencies to enhance water safety, not only in Yellowknife, but also throughout the NWT. The programs that are offered include the Red Cross Swim, Lifesaving and Lifeguarding programs, as well as daily swim times for all age groups. This facility also provides rental opportunities to meet the needs of all users or individual groups from recreation to sport training.

Aquatics Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
Government Transfers	9	-	-	-	-	-
User Charges	467	476	528	493	508	523
	476	476	528	493	508	523
Expenditures (By Activity)						
Instruction	323	320	337	335	349	361
Guarding	453	449	473	470	490	506
Operations & Maintenance	802	795	836	832	867	895
	1,578	1,564	1,646	1,637	1,706	1,761
Net Revenue (Expenditures)	(1,102)	(1,088)	(1,118)	(1,144)	(1,198)	(1,238)
Expenditures (By Object)						
Wages & Benefits	1,096	1,094	1,163	1,139	1,195	1,236
Other O&M	482	470	483	498	511	525
	1,578	1,564	1,646	1,637	1,706	1,761
Details of Other O&M						
General Services	36	24	24	25	26	26
Materials	65	75	86	69	70	71
Maintenance	144	136	138	150	153	157
Utility- Fuel	114	113	113	126	129	133
Utility- Power	123	123	123	128	133	138
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	482	470	483	498	511	525



GENERAL FUND - Community Services

Aquatics Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
No. of pool operation (hrs.)	5,400	5,400	5,400	6,000	6,000	6,000	
Recreational swim time (hrs)	1,972	1,972	1,972	1,972	1,972	1,972	
Instructional & aquafit (hrs)	2,907	2,907	2,687	2,500	2,500	2,500	
Liesure Use (steam & hot tub) (hrs)	5,400	5,400	5,400	5,400	5,400	5,400	
Lane Swims (hrs)	2,700	2,700	2,700	2,700	2,700	2,700	
School Use (hrs)	720	720	720	900	900	900	
Rental (hrs)	5,400	3,101	2,100	2,100	2,100	2,100	
No. of rentals	180	171	157	250	250	250	
Number of bookings conducted	4,000	3,240	3,250	4,000	4,000	4,000	
No. of programs offered	428	428	306	450	450	450	
No. of enrollments	2,502	2,644	2,464	2,500	2,500	2,500	
Membership visits	25,000	24,548	26,000	28,000	28,000	28,000	
Single Admissions	21,000	13,608	16,000	22,000	22,000	22,000	
Trained pool maintenance coverage (hrs)	2,700	2,700	3,200	4,160	4,160	4,160	
No. of vandalism reports	1	1	1	2	2	2	
Efficiency Measures							
Pool recovery rate	29.42%	30.16%	32.08%	29.95%	29.77%	29.71%	
% of untrained staff providing maintenance coverage	69%	55%	47%	31%	31%	31%	
No. of unscheduled pool closures (hrs)	-	-	2	-	-	-	
% of pool rented	91%	100%	92%	100%	100%	100%	
Effectiveness Measures							
% of citizens very satisfied or somewhat satisfied with the operation of the pool		94%					(1)
Note:							
(1) 2015 Community Services Department's survey showed 94% of citizens were somewhat satisfied or very satisfied.							

GENERAL FUND - Community Services

PROGRAMS DIVISION - RECREATION

The Programs Division manages all recreation programs, including aquatics and special celebrations. Programs are offered on a seasonal basis according to public request, perceived needs, and instructor availability or interests. The Programs Division strives to build community spirit and pride, and encourage healthy, active lifestyles among residents. This Division also handles facility bookings and City grant programs.

Recreation							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfers	7	6	156	200	-	-	
User Charges	378	424	385	470	459	471	
	385	430	541	670	459	471	
Expenditures (By Activity)							
Indoor Programs	266	295	350	430	328	333	
Outdoor Programs	159	176	209	256	195	198	
Celebrations	132	146	173	213	162	165	
	557	617	732	898	685	697	
Net Revenue (Expenditures)	(172)	(186)	(191)	(228)	(226)	(226)	
Expenditures (By Object)							
Wages & Benefits	417	469	485	512	529	539	
Other O&M	140	148	247	386	156	158	
	557	617	732	899	685	697	
Details of Other O&M							
General Services	80	85	163	281	89	90	(1)
Materials	60	63	84	105	67	68	(2)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	140	148	247	386	156	158	
Note							
(1)	Program instructors, facility rentals and contracted costs						
(2)	Program supplies						



GENERAL FUND - Community Services

Recreation Division Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators						
No. of special events	38	38	40	36	36	36
No. of Adopt-a-Street partners	74	74	75	80	80	80
No. of recreational/playground programs	567	567	411	500	500	500
No. of enrollments	2,226	2,226	2,200	2,300	2,300	2,300
No. of rental contracts	2,300	2,374	2,300	2,400	2,400	2,400
No. of bookings completed	25,700	25,598	26,000	26,000	26,000	26,000
No. of gym hours available:						
Public schools	33,000	31,326	26,000	33,000	33,000	33,000
Catholic schools	16,071	17,571	13,365	16,000	16,000	16,000
Francophone schools	0	246	366	300	300	300
No. of gross registrations in programs	4,993	4,993	6,344	6,000	6,000	6,000
No. of net registrations in programs	3,500	3,500	4,745	4,000	4,000	4,000
No. of gross registrations for non-City programs	279	279	225	500	500	500
No. of net registrations in non-City programs	269	269	185	500	500	500
Online registrations	51%	49%	43%	60%	60%	60%
Efficiency Measures						
% of costs recovered by Programs - Recreation Division	72%	69.1%	73.9%	76.35%	69.67%	70.2%
% of gym space available rented	85%	85%	85%	85%	85%	85%
% of city streets covered under the Adopt-a-Street program	23%	23%	25%	25%	25%	25%

GENERAL FUND - Community Services

LIBRARY DIVISION

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

Library Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfers	105	110	110	110	110	110	
User Charges	18	20	20	20	20	20	
	<u>123</u>	<u>130</u>	<u>130</u>	<u>130</u>	<u>130</u>	<u>130</u>	
Expenditures (By Activity)							
Circulation	294	301	299	309	319	327	
Cataloguing	167	170	169	175	181	185	
Collection Development	72	74	73	76	78	80	
Programs	95	97	96	99	102	105	
Reference	192	196	195	201	208	213	
Building	97	99	99	102	105	108	
Internet	54	55	54	56	58	59	
Inter-Library Loan	116	118	118	122	126	129	
	<u>1,086</u>	<u>1,110</u>	<u>1,103</u>	<u>1,141</u>	<u>1,177</u>	<u>1,207</u>	
Net Revenue (Expenditures)	<u>(964)</u>	<u>(980)</u>	<u>(973)</u>	<u>(1,011)</u>	<u>(1,047)</u>	<u>(1,077)</u>	
Expenditures (By Object)							
Wages & Benefits	552	558	558	567	592	610	
Other O&M	534	552	545	574	585	597	
	<u>1,086</u>	<u>1,110</u>	<u>1,103</u>	<u>1,141</u>	<u>1,177</u>	<u>1,207</u>	
Details of Other O&M							
General Services	379	396	390	405	413	421	(1)
Materials	31	31	31	32	32	33	
Maintenance	124	125	124	137	140	143	(2)
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	<u>534</u>	<u>552</u>	<u>545</u>	<u>574</u>	<u>585</u>	<u>597</u>	

Note:

- (1) Mostly Occupancy & Janitorial Services
 (2) Building repairs/maintenance and collection maintenance



GENERAL FUND - Community Services

Library Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Items Circulated:							
Videos	43,000	41,008	45,000	45,000	45,000	45,000	
Other	60,000	57,207	60,000	62,000	62,000	60,000	
Overdrive (ebooks and e-audibooks)		2,506	3,000	5,000	6,000	7,000	(1)
Items added to collection (Physical & eformat)	6,826	7,433	8,000	9,000	9,000	9,000	(2)
Size of collection	65,000	67,000	70,000	70,000	70,000	70,000	(3)
Hours open to the public	2,944	2,944	2,944	2,944	2,944	2,944	
Programs offered	135	154	160	160	160	160	
Meeting room rentals (no. of times space is used)	420	425	430	430	430	430	
Inter-library loans:							
No. of requests by the City Library	1,100	976	1,000	1,000	1,000	1,000	
No. of requests by other libraries	700	776	800	800	800	800	
No. of items sent to other libraries	700	712	700	700	700	700	
Reference questions	25,000	24,441	25,000	25,000	25,000	25,000	
Total number of patron visits	200,000	203,135	205,000	205,000	205,000	205,000	
Public behavioural challenge incidents	220	197	220	220	220	220	
Average time spent by staff per incident in minutes	15	15	15	15	15	15	
Library members served per FTE staff member	1,074	1,069	1,095	1,100	1,100	1,150	
Total number of check-outs by self-check technology	35,000	31,504	35,000	35,000	36,000	36,000	
Tally of Wireless Users	20,000	23,029	24,000	25,000	25,000	25,000	

(Cont'd...)

GENERAL FUND - Community Services

Library Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Efficiency Measures							
Average material cost per item	\$13.97	\$12.55	\$11.50	\$11.54	\$11.75	\$11.96	(4)
Library services net cost per capita	\$48.94	\$47.48	\$46.77	\$48.48	\$49.57	\$50.64	
Net cost per hour of operation	\$332.54	\$332.85	\$330.50	\$345.13	\$355.55	\$365.68	
Percent of total budget spent on facility maintenance	8.93%	8.93%	8.98%	8.99%	8.92%	8.95%	
Percentage of time public computers are in use	60%	71%	65%	65%	65%	65%	
Percentage of circulation effected by self-check technology	34%	32%	38%	38%	38%	38%	
Effectiveness Measures							
Circulation per capita	5.15	4.88	5.19	5.34	5.35	5.27	
Visits per capita	10	9.84	9.85	9.78	9.71	9.64	
Reference questions per capita	1.25	1.18	1.20	1.19	1.18	1.17	
Collection development cost per capita	\$4.50	\$4.52	\$4.42	\$4.96	\$5.01	\$5.06	
Percent of total budget spent on materials	8.12%	7.52%	8.34%	9.07%	8.99%	8.92%	
Average number of attendees per program	22	22	25	25	30	30	
Inter-library loan requests per capita	0.055	0.05	0.05	0.05	0.05	0.049	
Library membership as percentage of total population	38.99%	38.81%	39.60%	40.24%	40.87%	41.86%	
Annual turnover of circulating materials	1.58	1.5	1.54	1.6	1.61	1.6	
Notes:							
(1) Forecasted growth in e-resource collection is dependent on an increase in the collection maintenance budget from 2017 and onwards							
(2) This level of increase is dependent on approval of the library's request for an increase to its collection maintenance budget 2017 ongoing							
(3) Increase caused by addition of e-resource titles							
(4) Now that all formats including e-resources and donations are counted as collection additions; totals have increased reducing the cost per item							



GENERAL FUND - Community Services

FACILITIES DIVISION – CITY HALL

The Facilities Division operates and maintains the City Hall building in order to ensure that the mechanical, structural, and electrical needs of the facility are met, so that City Hall will realize its full life cycle. This is done through the implementation of a preventative maintenance program that addresses the requirements of the facility daily, weekly, and monthly, and also through capital upgrades planned for the future needs of the facility.

City Hall Budget				2017	2018	2019	Note
	2015	2016	2016	Budget	2018	2019	
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	25	23	23	24	24	24	
	25	23	23	24	24	24	
Expenditures (By Facility)							
City Hall	384	353	332	347	357	372	
	384	353	332	347	357	372	
Net Revenue (Expenditures)							
	(359)	(330)	(309)	(323)	(333)	(348)	
Expenditures (By Object)							
Wages & Benefits	28	25	25	26	26	27	
Other O&M	356	328	307	321	331	345	
	384	353	332	347	357	372	
Details of Other O&M							
General Services	66	59	59	68	70	71	(1)
Materials	4	5	5	5	5	5	
Maintenance	128	85	74	87	90	92	
Utility- Fuel	50	56	52	52	55	61	
Utility- Power	107	123	116	108	112	116	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	356	328	307	321	331	345	

Note:

(1) Mostly janitorial contracted costs and supplies

GENERAL FUND - Community Services

City Hall Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators:						
City Hall maintenance						
No. maintenance requests received	150	115	140	140	140	140
No. City staff person-hours used on maintenance	140	120	130	130	130	130
No. contractor person-hours used on maintenance	160	110	130	130	130	130
Efficiency Measures:						
Average time spent tending to one request (in minutes)	35	40	40	40	40	40



GENERAL FUND - Community Services

FACILITIES DIVISION – WILDCAT CAFÉ

The Facilities Division maintains the Wildcat Café throughout the year. This includes maintaining the equipment and structure of the building and planning future repairs to the facility. This is all done keeping in mind that the facility is a living heritage site and must be preserved in its original state as long as possible. The Facilities Division also manages the contract for the operation of the Wildcat Café as a restaurant, including initiating a Request for Proposal to secure interested operators.

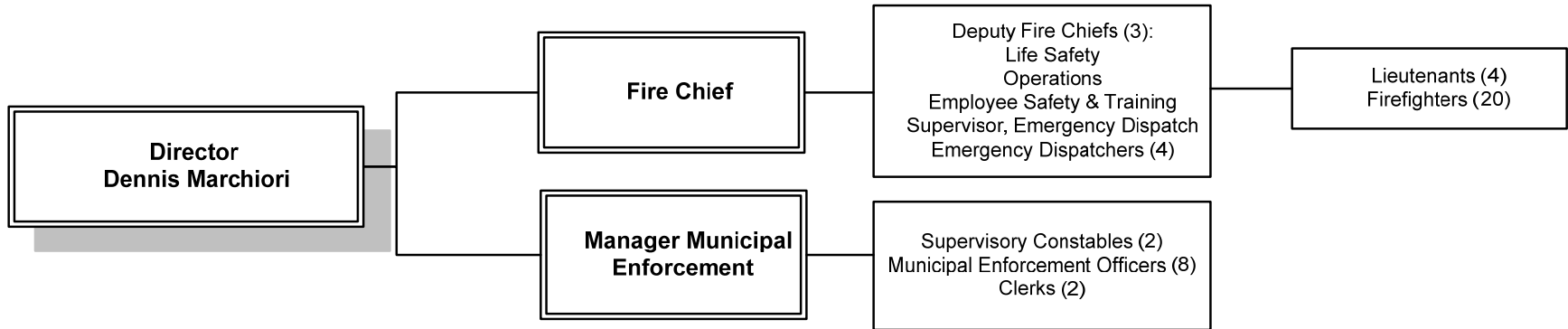
Wildcat Café Budget	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	10	12	12	12	12	12
	10	12	12	12	12	12
Expenditures (By Facility)						
Wildcat	20	16	18	15	16	17
	20	16	18	15	16	17
Net Revenue (Expenditures)	(10)	(4)	(6)	(3)	(4)	(5)
Expenditures (By Object)						
Wages & Benefits	4	3	3	3	3	3
Other O&M	16	13	15	12	13	14
	20	16	18	15	16	17
Details of Other O&M						
General Services	2	3	1	3	3	3
Materials	4	1	1	1	1	1
Maintenance	3	2	4	3	3	3
Utility- Fuel	5	5	7	4	4	5
Utility- Power	3	3	3	2	2	2
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	16	13	15	12	13	14

GENERAL FUND - Community Services

Wildcat Café Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators						
Maintenance calls received	12	7	10	10	10	10
Community Services staff hours	60	50	60	60	60	60
Contractor hours	0	3	6	15	15	15



DEPARTMENT STAFFING



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	
Fire & Ambulance	32.08	32.08	32.08	38.08	38.08	38.08	(1) & (2)
Municipal Enforcement	12.00	12.00	12.00	12.00	12.00	12.00	
	<u>47.08</u>	<u>47.08</u>	<u>47.08</u>	<u>53.08</u>	<u>53.08</u>	<u>53.08</u>	
Permanent	47.08	47.08	47.08	53.08	53.08	53.08	
	<u>47.08</u>	<u>47.08</u>	<u>47.08</u>	<u>53.08</u>	<u>53.08</u>	<u>53.08</u>	
Notes:							
(1) In 2017 two new Emergency Dispatchers will be added- one will start in January and the other will start in July. Four additional firefighters start mid-2017.							
(2) Facility Tradesperson in 2008 & onwards =0.08 PY							

GENERAL FUND - Public Safety

PUBLIC SAFETY DEPARTMENT

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

Public Safety Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	2,621	2,486	2,546	2,576	2,576	2,576
	2,621	2,486	2,546	2,576	2,576	2,576
Expenditures (By Activity)						
Administration	539	551	551	553	573	583
Fire & Ambulance	4,535	4,710	4,924	5,063	5,526	5,732
Municipal Enforcement	1,259	1,430	1,412	1,765	1,540	1,601
	6,333	6,690	6,887	7,380	7,639	7,916
Net Revenue (Expenditures)	(3,712)	(4,204)	(4,341)	(4,805)	(5,064)	(5,340)
Expenditures (By Object)						
Wages & Benefits	5,718	5,926	6,085	6,550	6,786	7,048
Other O&M	615	764	802	830	853	868
	6,333	6,690	6,887	7,380	7,639	7,916
Interfund Transfers						
To Downtown Development Reserve	98	93	93	144	143	143
	6,431	6,783	6,980	7,524	7,782	8,059
Details of Other O&M						
General Services	137	166	164	177	187	187
Materials	248	297	338	341	343	343
Maintenance	26	33	50	33	33	33
Utility- Fuel	43	51	41	46	48	53
Utility- Power	65	69	69	80	84	87
Vehicle O&M & Fuel	96	149	141	154	158	165
Others	-	-	-	-	-	-
	615	764	802	830	853	868



GENERAL FUND - Public Safety

Directorate Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Expenditures (By Activity)						
Legislation & Governance	135	138	138	138	143	146
Public Information	135	138	138	138	143	146
Policy Development	140	143	143	144	149	152
Long-Range Planning	129	132	132	133	138	140
	539	551	551	553	573	583
Expenditures (By Object)						
Wages & Benefits	532	536	536	547	557	567
Other O&M	7	15	15	6	16	16
	539	551	551	553	573	583
Details of Other O&M						
General Services	2	9	9	-	10	10
Materials	5	6	6	6	6	6
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	7	15	15	6	16	16

MUNICIPAL ENFORCEMENT DIVISION

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

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



GENERAL FUND - Public Safety

Municipal Enforcement Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
User Charges	1,241	1,486	1,397	1,461	1,461	1,461	
	<u>1,241</u>	<u>1,486</u>	<u>1,397</u>	<u>1,461</u>	<u>1,461</u>	<u>1,461</u>	
Expenditures (By Activity)							
Parking Enforcement	209	238	235	294	256	266	
Traffic Enforcement	455	517	510	638	557	578	
Dog Control	245	279	275	344	300	312	
Licences & Permits	174	198	195	244	213	221	
Court Duties	111	126	124	155	136	141	
Public Information	64	73	72	90	79	82	
	<u>1,259</u>	<u>1,430</u>	<u>1,412</u>	<u>1,765</u>	<u>1,540</u>	<u>1,601</u>	
Net Revenue (Expenditures)	(18)	55	(16)	(305)	(80)	(140)	
Expenditures (By Object)							
Wages & Benefits	1,082	1,220	1,189	1,523	1,296	1,354	(1)
Other O&M	177	210	223	242	244	247	
	<u>1,259</u>	<u>1,430</u>	<u>1,412</u>	<u>1,765</u>	<u>1,540</u>	<u>1,601</u>	
Details of Other O&M							
General Services	68	72	71	92	92	92	(2)
Materials	68	80	103	85	85	85	(3)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	4	6	6	5	5	6	
Utility- Power	5	6	6	6	6	6	
Vehicle O&M & Fuel	30	46	38	54	55	58	
Others	-	-	-	-	-	-	
	<u>177</u>	<u>210</u>	<u>223</u>	<u>242</u>	<u>244</u>	<u>247</u>	

Notes:

- (1) In 2014 Budget deliberation, Council approved an additional Municipal Enforcement Officer 1 starting July 2014 but hiring had been on hold dependent on Municipal Enforcement Division review. During the 2015 Budget deliberation, Council agreed to delay the hiring until July 1, 2015. The position was not filled until September 2015.
In 2017, \$300,000 will be allocated to hiring Community Safety Officers dependent on legislative changes & receipt of matching funding from GNWT.
- (2) Mostly dog pound contracted cost, tow charges and others
- (3) Clothing & uniforms, materials, and parking meter O&M

GENERAL FUND - Public Safety

Municipal Enforcement Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators						
Notices of Infractions issued:						
No. of parking infractions	10,200	11,343	14,000	14,000	14000	14000
No. of traffic infractions	2,456	3,460	3,000	3,000	3000	3000
No. of dog infractions	150	137	150	150	150	150
No. of misc. infractions	100	67	100	100	100	100
No. of summons issued	2,400	2,426	2,400	2,400	2400	2400
Licences issued:						
No. of dog licences	1,200	1,837	1,500	1,400	1400	1400
No. of snowmobile licences	1,200	1,121	1,200	1,200	1200	1200
No. of taxi/chauffeur permits	300	325	300	200	300	300
Efficiency Measures						
Division gross cost per capita	\$62.99	\$61.01	\$67.89	\$70.59	\$72.90	\$75.25
Parking enforcement cost per ticket issued	\$10.89	\$10.40	\$10.74	\$11.33	\$12.07	\$12.77



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

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

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

GENERAL FUND - Public Safety

Fire & Ambulance Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
User Charges	1,380	1,000	1,149	1,115	1,115	1,115	
	<u>1,380</u>	<u>1,000</u>	<u>1,149</u>	<u>1,115</u>	<u>1,115</u>	<u>1,115</u>	
Expenditures (By Activity)							
<u>Emergency Operations:</u>							
Command & Control	1,267	1,316	1,376	1,414	1,544	1,601	
Emergency Response	1,343	1,395	1,458	1,499	1,637	1,698	
Training	849	882	922	948	1,035	1,073	
Preventative Maintenance	917	952	995	1,023	1,117	1,159	
<u>Life Safety & Prevention:</u>			0				
Command & Control	51	53	55	57	62	64	
Inspection Services	52	54	56	58	63	66	
Training	33	34	36	37	40	41	
Prevention/Life Safety	23	24	25	26	28	29	
	<u>4,535</u>	<u>4,710</u>	<u>4,924</u>	<u>5,063</u>	<u>5,526</u>	<u>5,732</u>	
Net Revenue (Expenditures)	<u>(3,155)</u>	<u>(3,710)</u>	<u>(3,774)</u>	<u>(3,948)</u>	<u>(4,411)</u>	<u>(4,617)</u>	
Expenditures (By Object)							
Wages & Benefits	4,103	4,170	4,360	4,480	4,933	5,127	(1)
Other O&M	432	540	564	583	593	605	
	<u>4,535</u>	<u>4,710</u>	<u>4,924</u>	<u>5,063</u>	<u>5,526</u>	<u>5,732</u>	
Details of Other O&M							
General Services	67	85	85	85	85	85	(2)
Materials	175	212	229	251	252	252	(3)
Maintenance	26	33	50	33	33	33	
Utility- Fuel	39	45	35	41	43	47	
Utility- Power	60	63	63	74	78	81	
Vehicle O&M & Fuel	66	102	102	100	103	107	
Others	-	-	-	-	-	-	
	<u>432</u>	<u>540</u>	<u>564</u>	<u>583</u>	<u>593</u>	<u>605</u>	

Notes:

- (1) Two new dispatchers will be added in 2017. One starts in January 2017 and the other starts in July 2017. Furthermore four additional firefighters will be added from July 2017 onwards.
- (2) Mostly telephone and radio communications, medical director and others
- (3) Medical materials and supplies, protective gears, uniforms and others



GENERAL FUND - Public Safety

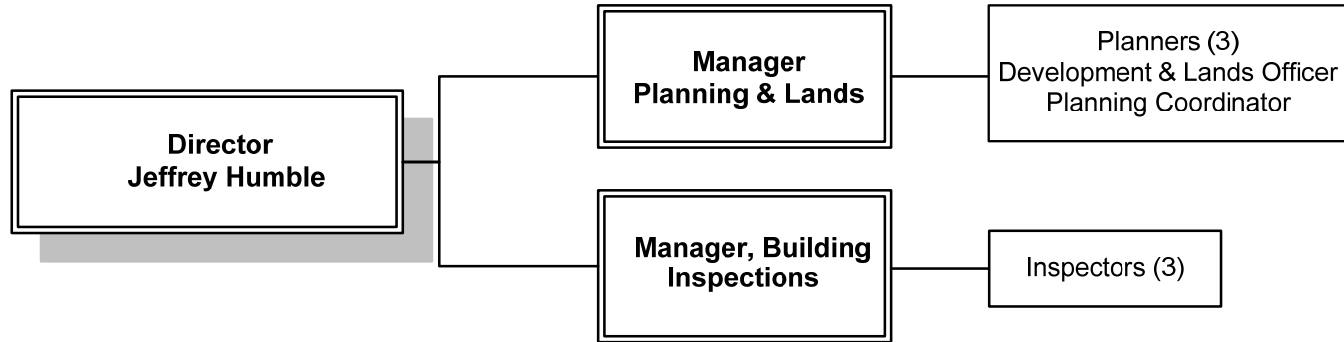
Fire and Ambulance Division - Emergency Services Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
No. of fire suppression responses	200	209	200	200	200	200	(1)
No. of pre-hospital responses	3,000	3,343	3,800	4,000	4,400	4,400	
No. of rescue responses	45	37	45	45	45	45	
No. of hazmat responses	30	15	20	25	25	25	
No. of false alarm responses	180	183	180	180	190	190	
No. of preventative maintenance hours	5,000	5,000	5,000	5,000	5,000	5,000	
No. of employee development and training hours	10,000	10,000	10,000	10,000	10,000	10,000	(2)
Efficiency Measures:							
Net cost per capita	\$166.32	\$145.16	\$173.11	\$174.19	\$181.52	\$187.23	
Effectiveness Measures:							
% of time for on-shift staff managing medical emergency responses without overtime callout	99%	99%	99%	99%	99%	99%	
% of time for on-shift staff managing emergency fire responses without overtime callout	90%	90%	90%	90%	90%	90%	
% of time for on-shift staff managing emergency rescue/dangerous goods responses without overtime callout	85%	80%	80%	85%	85%	85%	
Avg. target intervention time to 90% of the general public (minutes)	5.15	4.59	5.20	5.20	5.20	5.20	
Comparison of overtime callouts of off-duty career staff needed to respond to emergencies	70	63	70	70	70	70	
Note:							
(1) Fire responses are extremely difficult to predict; they fluctuate each year, with weather playing a significant role							
(2) Training hours are hard to determine based on staff turnover and retention of paid-on-call firefighters							
							(cont'd...)

GENERAL FUND - Public Safety

Fire and Ambulance Division (cont'd) - Life Safety & Prevention Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
Workload Indicators:						
No. of fire inspections/complaints	200	211	200	200	200	200
No. of carbon monoxide checks	40	37	40	40	40	40
No. of tours hosted and lectures delivered	50	91	50	50	50	50
No. of media/public relations activities	45	2	45	45	45	45
No. of senior citizen activities	3	1	3	3	3	3
No. of lockboxes/evacuations	60	48	60	60	60	60
No. of Quick Access Plans	70	61	70	70	70	70
No. of smoke detector program activities	10	10	10	10	10	10
Efficiency Measures:						
Cost per capita for life safety and prevention	\$7.98	\$7.70	\$8.29	\$8.25	\$8.51	\$8.70



DEPARTMENT STAFFING



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget
Directorate	3.00	3.00	3.00	3.00	3.00	3.00
Building Inspections	3.00	3.00	3.00	3.00	3.00	3.00
Planning & Lands	5.00	5.00	5.00	5.00	5.00	5.00
	11.00	11.00	11.00	11.00	11.00	11.00
Permanent	11.00	11.00	11.00	11.00	11.00	11.00
Part-time/Casual	0.00	0.00	0.00	0.00	0.00	0.00
	11.00	11.00	11.00	11.00	11.00	11.00

GENERAL FUND - Planning & Development

PLANNING AND DEVELOPMENT

The Planning and Development Department oversees land administration, issuance of development and building permits, application of the Zoning By-law and long-range strategic growth, and the development and design of the City. The Department consists of two divisions which report to the director: the Planning and Lands Division and the Building Inspections Division.

Planning & Development						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	604	653	1,242	774	774	774
	604	653	1,242	774	774	774
Expenditures (By Activity)						
Administration	519	535	535	538	572	584
Building Inspections	304	328	326	338	352	363
Planning & Lands	477	708	720	663	690	713
	1,300	1,572	1,581	1,539	1,614	1,660
Net Revenue (Expenditures)	(697)	(919)	(339)	(765)	(840)	(886)
Expenditures (By Object)						
Wages & Benefits	1,244	1,350	1,361	1,393	1,468	1,513
Other O&M	56	222	220	146	146	147
	1,300	1,572	1,581	1,539	1,614	1,660
Interfund Transfers						
To /(From) Heritage Reserve	38	-	(19)	-	-	-
From Downtown Development Reserve	(3)	(78)	(78)	-	-	-
	1,335	1,494	1,484	1,539	1,614	1,660
Details of Other O&M						
General Services	44	208	206	132	132	133
Materials	11	13	13	13	13	13
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	1	1	1	1	1	1
Others	-	-	-	-	-	-
	56	222	220	146	146	147



GENERAL FUND - Planning & Development

Planning & Development Directorate						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Expenditures (By Activity)						
Legislation & Governance	100	103	103	108	114	117
Public Information	109	112	112	108	114	117
Policy Development	154	159	159	161	172	175
Long-Range Planning	156	161	161	161	172	175
	519	535	535	538	572	584
Expenditures (By Object)						
Wages & Benefits	507	522	522	524	558	570
Other O&M	12	13	13	14	14	14
	519	535	535	538	572	584
Details of Other O&M						
General Services	12	13	13	14	14	14
Materials	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	-	-	-	-	-	-
Others	-	-	-	-	-	-
	12	13	13	14	14	14

PLANNING & LANDS DIVISION

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

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



GENERAL FUND - Planning & Development

Planning & Lands Budget				2017	2018	2019	
	2015	2016	2016	Budget	Budget	Budget	Note
	Actual	Budget	Forecast	Approved			
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	67	60	65	60	60	60	
	67	60	65	60	60	60	
Expenditures (By Activity)							
Legislation & Governance	19	28	28	33	34	36	
Land Use Planning	156	195	199	232	241	250	
Land Administration	168	212	216	225	234	242	
Development Approval Process	103	153	156	133	138	143	
Heritage Committee	28	41	42	40	41	43	
Smart Growth Implementation	3	78	78	-	-	-	
	477	708	720	663	690	713	
Net Revenue (Expenditures)	(410)	(648)	(655)	(603)	(630)	(653)	
Expenditures (By Object)							
Wages & Benefits	441	512	524	543	569	592	
Other O&M	36	196	196	120	121	121	
	477	708	720	663	690	713	
Details of Other O&M							
General Services	27	188	188	112	112	113	(1)
Materials	9	8	8	8	8	8	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	36	196	196	120	121	121	

Notes:

(1) Mainly Heritage Committee expenses

GENERAL FUND - Planning & Development

Planning & Lands Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
Development Permits issued	263	263	150	150	150	150	(8)
Land Applications	16	16	6	6	6	6	(1)
Subdivision Applications	26	26	13	13	13	13	(2)
Memos to Committee	47	47	45	50	50	50	
Development Permit Appeals	2	2	1	1	1	1	
Development Schemes (Development Plans)	5	5	3	1	1	1	(5)
Major Public Forums/Consultation	36	36	20	20	20	20	(6) & (7)
Land sold (full lots, not portions)	8	8	40	20	20	20	
Total value (residential)	\$1,488,668	\$1,488,668	\$800,000	\$2,000,000	\$1,500,000	\$1,500,000	(3)
Total value (commerical, industrial)	\$552,181	\$552,181	\$4,000,000	\$1,500,000	\$1,500,000	\$1,500,000	(4)
Heritage Committee meetings	10	10	11	11	11	11	
Zoning Amendments	10	11	10	10	10	10	
General Plan Amendments	2	2	1	1	1	1	
Balance of Land Inventory	\$13,633,430	\$15,991,091	\$14,000,000	\$12,000,000	\$10,000,000	\$10,000,000	
Notes:							
(1) Land Applications received by the City or submitted by the City to the GNWT							
(2) Subdivision Applications received for review or requested by the City							
(3) Including full and substandard sized lots							
(4) Including full and substandard sized lots							
(5) Grace Lake South Development Scheme (Development Plan) adopted; 4 other Development Plans in preparation							
(6) Active Transportation (1 online survey), 50th Street Development Streetscaping (1 online survey), Wiley/Lessard (6 stakeholder meetings), Kam Lake (11 meetings, 6 open houses, 1 online survey), Capital Area (2 open houses, 1 bus tour, 4 walking tours, 22 stakeholder meetings).							
(7) Capital Area (25 stakeholder meetings, 1 online survey), 50th Street and 50/50 Corner (2 drop-in sessions, 3 workshops, 1 online survey), Wiley Road Park (1 online survey), 50/50 Lot, Twin Pine Hill Trails & Hank Koenen Park (2 open houses, 1 online survey)							
(8) Not including 47 checklist applications in 2015							



GENERAL FUND - Planning & Development

BUILDING INSPECTIONS DIVISION

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

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

Building Inspections Budget	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	537	593	1,177	714	714	714
	537	593	1,177	714	714	714
Expenditures (By Activity)						
Permit Issuance	114	123	122	101	106	109
Inspections	114	123	122	118	123	127
Permit Follow-ups	30	33	33	51	53	54
Complaints & Investigations	30	33	33	51	53	54
Public Inquiries	15	16	16	17	18	18
	304	328	326	338	352	363
Net Revenue (Expenditures)	233	265	851	376	362	352
Expenditures (By Object)						
Wages & Benefits	296	316	316	326	340	351
Other O&M	8	12	10	12	12	12
	304	328	326	338	352	363
Details of Other O&M						
General Services	5	6	4	6	6	6
Materials	2	5	5	5	5	5
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	1	1	1	1	1	1
Others	-	-	-	-	-	-
	8	12	10	12	12	12

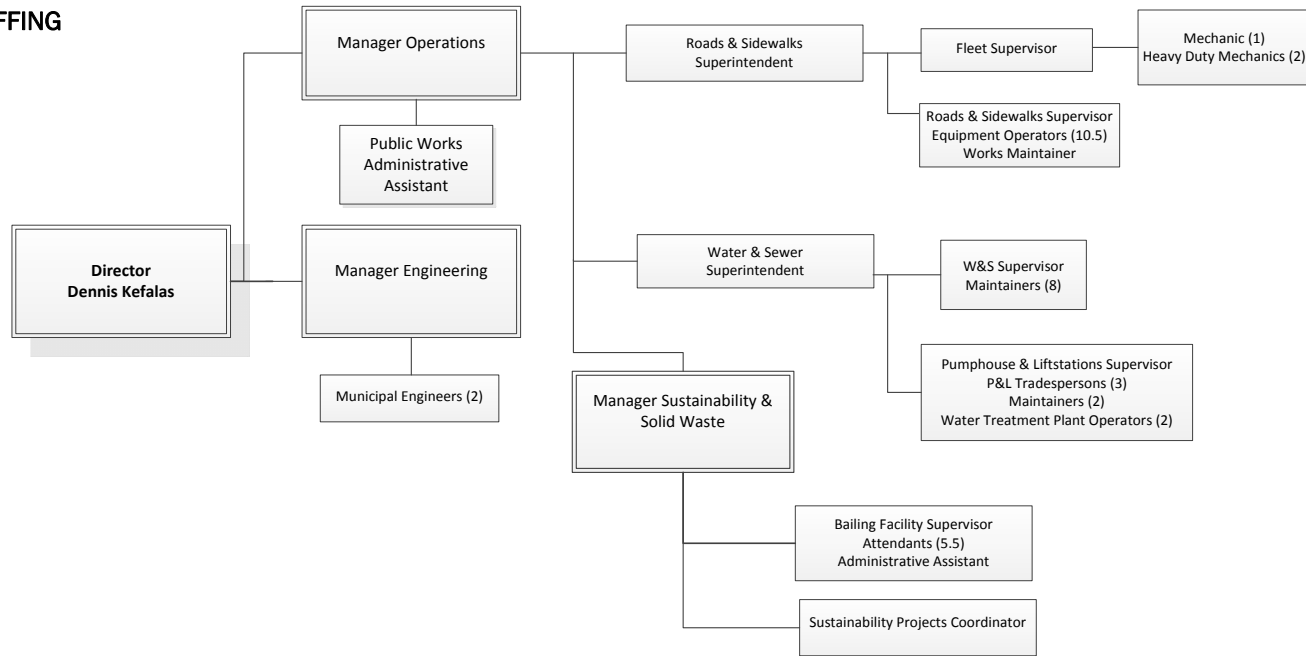
GENERAL FUND - Planning & Development

Building Inspections Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators:							
Permits Issued							
Residential	430	426	430	450	450	450	
Non-Residential	85	84	90	90	90	90	
Other (File Information Requests)	90	89	100	100	100	100	
Total Permits	605	599	620	640	640	640	
Number of inspections performed	540	550	550	550	550	550	
Number of energy audits completed (MNECB only)	6	5	4	5	5	5	
Construction Values (\$000,000s)							
Residential	40	40	50	50	50	50	
Non-Residential	16	32	150	80	80	80	
Total Value	56	72	200	130	130	130	
Effectiveness Measures							
Avg. No. of days to issue a permit	12.5	13	12	12	12	12	(1)
Notes:							
(1) The number of days required to issue a permit reflects the number of days from the date of application plus, when necessary, the time spent waiting for the applicant to resubmit a form if it was not fully and correctly completed. On average, applications which are complete and correct when submitted require only 2 days for processing.							



GENERAL FUND - Public Works & Engineering

DEPARTMENT STAFFING



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	Note
Directorate	7.00	7.00	7.00	5.00	5.00	5.00	(1)
City Garage	4.63	4.46	4.46	4.31	4.31	4.31	
Roads & Sidewalks	14.58	14.81	14.81	15.81	15.81	15.81	
Solid Waste Management	9.26	9.47	9.47	9.26	9.26	9.26	(2)
Water and Sewer	21.25	19.25	19.25	20.25	20.25	20.25	(3)
	56.72	54.99	54.99	54.63	54.63	54.63	
Permanent	53.08	51.08	51.08	51.08	51.08	51.08	
Part-time/Casual	3.64	3.91	3.91	3.55	3.55	3.55	
	56.72	54.99	54.99	54.63	54.63	54.63	
Note:							
(1) 2015 and 2016 include one engineer financed by Capital Fund but starting in 2017 the engineering tasks for new capital projects will go back to private consultants. Administrative Assistant was previously reported under Directorate but starting in 2017 it is under Roads & Sidewalks.							
(2) Facility Tradesperson from 2008 onwards =0.08 PY							
(3) One new Administrative Assistant starting from 2017							

PUBLIC WORKS & ENGINEERING

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

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

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

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

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



GENERAL FUND - Public Works & Engineering

Public Works & Engineering Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	504	391	415	421	429	433
	504	391	415	421	429	433
Expenditures (By Activity)						
Administration	636	899	776	815	852	879
City Garage	1,046	780	688	794	821	848
Public Transit	1,527	1,630	1,585	1,648	1,687	1,740
Roads & Sidewalks	3,428	3,684	3,716	3,729	3,862	3,977
	6,637	6,993	6,765	6,986	7,221	7,443
Net Revenue (Expenditures)	(6,134)	(6,602)	(6,351)	(6,565)	(6,793)	(7,010)
Expenditures (By Object)						
Wages & Benefits	2,617	2,997	2,859	3,032	3,123	3,195
Other O&M	4,593	4,937	4,848	4,733	4,901	5,086
Internal Recoveries	(573)	(942)	(942)	(780)	(803)	(839)
	6,637	6,992	6,765	6,986	7,221	7,443
Details of Other O&M						
General Services	1,750	1,909	1,912	1,931	1,987	2,047
Materials	510	523	546	530	553	569
Maintenance	50	65	69	65	68	70
Utility- Fuel	65	72	64	65	70	77
Utility- Power	966	959	966	983	1,026	1,067
Vehicle O&M & Fuel	680	467	349	379	395	420
Others	-	-	-	-	-	-
	4,020	3,995	3,907	3,953	4,098	4,248

GENERAL FUND - Public Works & Engineering

Public Works & Engineering Directorate Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue						
User Charges	5	-	-	-	-	-
	5	-	-	-	-	-
Expenditures (By Activity)						
Legislation & Governance	64	90	78	82	85	88
Capital Planning	89	126	109	114	119	123
Project Management	95	135	117	122	128	132
Roads & Sidewalks	159	225	194	204	213	220
Water & Sewer	127	180	155	163	170	176
Public Transit	32	45	39	41	43	44
Drafting	70	99	85	90	94	97
	636	899	776	815	852	879
Net Revenue (Expenditures)	(631)	(899)	(776)	(815)	(852)	(879)
Expenditures (By Object)						
Wages & Benefits	607	856	730	779	810	836
Other O&M	29	43	46	36	42	42
	636	899	776	815	852	879
Details of Other O&M						
General Services	17	14	14	12	14	14
Materials	8	23	26	21	25	25
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M & Fuel	4	6	6	3	3	3
Others	-	-	-	-	-	-
	29	43	46	36	42	42



GENERAL FUND - Public Works & Engineering

City Garage Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Expenditures (By Activity)							
Fleet Repair & Maintenance	1,416	1,512	1,426	1,373	1,420	1,479	
Maintenance Costs Allocated	(573)	(942)	(942)	(780)	(803)	(839)	(1)
Garage/Yard Maintenance	171	175	171	169	171	173	
Standby Generator Maintenance	32	34	33	31	32	34	
	<u>1,046</u>	<u>780</u>	<u>688</u>	<u>794</u>	<u>821</u>	<u>848</u>	
Wages & Benefits	450	526	482	523	535	545	
Other O&M	1,170	1,196	1,148	1,051	1,088	1,142	
Maintenance Costs Allocated	(573)	(942)	(942)	(780)	(803)	(839)	(1)
	<u>1,046</u>	<u>780</u>	<u>688</u>	<u>794</u>	<u>821</u>	<u>848</u>	
Details of Other O&M							
General Services	36	28	31	29	30	31	
Materials	60	55	55	55	58	59	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	65	72	64	65	70	77	
Utility- Power	55	49	55	58	60	63	
Vehicle O&M & Fuel	380	50	1	63	68	74	
Others	-	-	-	-	-	-	
	<u>596</u>	<u>254</u>	<u>206</u>	<u>271</u>	<u>286</u>	<u>303</u>	

Note:

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

GENERAL FUND - Public Works & Engineering

Public Transit Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
User Charges	424	391	391	396	404	408	
	424	391	391	396	404	408	
Expenditures (By Activity)							
Transit Operations	1,527	1,630	1,585	1,648	1,687	1,740	
Net Revenue (Expenditures)	(1,103)	(1,239)	(1,195)	(1,252)	(1,284)	(1,332)	
Expenditures (By Object)							
Other O&M	1,527	1,630	1,585	1,648	1,687	1,740	
	1,527	1,630	1,585	1,648	1,687	1,740	
Details of Other O&M							
General Services	1,517	1,621	1,576	1,638	1,677	1,730	(1)
Materials	9	4	4	5	5	5	
Maintenance	1	5	5	5	5	5	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M & Fuel	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	1,527	1,630	1,585	1,648	1,687	1,740	

Note:

(1) Mostly transit contracted costs



GENERAL FUND - Public Works & Engineering

Public Transit Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
No. of hours bus service provided	12,000	11,872	12,000	12,000	12,000	12,000	(1)
Annual ridership based on revenue	196,000	189,505	192,000	194,000	196,000	198,000	(2)
No. of hours accessible transit was provided	3,900	3,862	3,900	3,900	3,900	3,900	(3)
Annual ridership on accessible transit based on daily trip sheets	7,000	6,187	7,000	7,000	7,000	7,000	
Efficiency Measures							
Annual subsidized cost per capita	\$63.69	\$53.44	\$57.41	\$59.72	\$60.77	\$62.63	(4)
Annual revenue/cost ratio	0.22	0.28	0.25	0.24	0.24	0.23	(5)
Annual subsidized cost per capita (accessible transit)	\$12.52	\$12.49	\$12.72	\$12.82	\$13.04	\$13.36	(6)
Annual revenue/cost ratio (accessible transit)	0.07	0.06	0.07	0.06	0.06	0.06	(7)
Effectiveness Measures							
% of users very satisfied or somewhat satisfied with the overall transit system	-	86%	86%	86%	86%	86%	(8)
Notes:							
(1) Changes to transit routes in September 2014 and September 2015. Replacement of Route B Split bus with Express buses reduced the overall hours of service provided.							
(2) The ridership in 2013 was 165,226.							
(3) Accessible transit started in September of 2005.							
(4) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was \$30.53 in 2012.							
(5) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was 0.34 in 2012.							
(6) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was \$11.39 in 2012.							
(7) The national average for Yellowknife's population group according to the Canadian Urban Transportation Association was 0.15 in 2012.							
(8) According to a Transit Survey in 2012, 84% were satisfied or somewhat satisfied with the overall transit service.							

GENERAL FUND - Public Works & Engineering

Roads & Sidewalks							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
User Charges	75	-	24	25	25	25	
	75	-	24	25	25	25	
Expenditures (By Activity)							
Administrative Support	-	-	-	86	92	96	(1)
Snow & Ice Control	1,192	1,155	1,316	1,310	1,351	1,383	
Street Maintenance	566	617	623	583	602	617	
Street Sweeping	226	325	246	238	245	253	
Storm/Ditch Maintenance	288	370	323	309	318	326	
Traffic Signals/Lighting/Marking	1,158	1,217	1,209	1,203	1,254	1,303	
	3,428	3,684	3,716	3,729	3,862	3,977	
Net Revenue (Expenditures)	(3,353)	(3,684)	(3,692)	(3,704)	(3,837)	(3,952)	
Expenditures (By Object)							
Wages & Benefits	1,560	1,615	1,647	1,731	1,778	1,815	
Other O&M	1,868	2,069	2,069	1,999	2,084	2,162	
	3,428	3,684	3,716	3,729	3,862	3,977	
Details of Other O&M							
General Services	180	246	291	252	266	273	(2)
Materials	433	441	461	449	465	480	
Maintenance	50	60	64	60	63	65	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	911	911	911	925	966	1,004	(3)
Vehicle O&M & Fuel	295	411	342	313	324	342	
Others	-	-	-	-	-	-	
	1,868	2,069	2,069	1,999	2,084	2,163	

Note:

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



GENERAL FUND - Public Works & Engineering

Snow & Ice Control Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Snow Removal/Clearing						
General Services	10	53	53	61	68	69
Materials	0	2	2	1	1	1
	10	55	55	62	69	70
Vehicle O&M & Fuel	130	156	151	138	143	151
Labour	729	666	769	769	788	803
	869	876	975	968	999	1,024
Winter Sanding						
Materials	198	208	208	211	217	221
	198	208	208	211	217	221
Vehicle O&M & Fuel	14	9	16	15	15	16
Labour	111	62	117	117	120	122
	322	279	341	343	352	359
	1,192	1,155	1,316	1,310	1,351	1,383

GENERAL FUND - Public Works & Engineering

Snow and Ice Control Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Annual snowfall (cm)	155	166.4	155	155	155	155	(1)
Lane/road kilometres maintained	205.97	205.97	206.89	206.89	206.89	206.89	
Efficiency Measures							
Cost per km of snow removed and cleared on roads and city streets	\$6,350	\$6,350	\$5,583	\$5,708	\$5,829	\$5,960	(2)
Notes:							
(1) Annual Snowfall: (Actual)							
2008 199.0 cm							
2009 174.1 cm							
2010 124,8 cm							
2011 130 cm							
2012 140.8 cm							
2013 152 cm							
2014 136 cm							
2015 166.4 cm							
(2) Cost per km includes ice control (winter sanding).							



GENERAL FUND - Public Works & Engineering

Street Maintenance Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Dust Control						
Materials	33	27	34	33	34	35
	33	27	34	33	34	35
Vehicle O&M & Fuel	5	9	6	6	6	6
Labour	35	47	37	37	38	39
	73	83	77	76	78	80
Gravel Road Maintenance						
Materials	24	16	16	16	17	17
	24	16	16	16	17	17
Vehicle O&M & Fuel	8	10	10	9	9	10
Labour	36	35	38	38	39	40
	68	62	64	63	65	66
Paved Road Maintenance						
General Services	153	157	197	160	165	169
Materials	77	78	78	78	82	83
	230	235	275	238	247	252
Vehicle O&M & Fuel	19	30	22	20	21	22
Labour	123	152	129	129	133	135
	372	416	426	387	400	410
Sidewalk Maintenance						
General Services	44	45	45	45	48	49
Materials	4	6	6	6	6	6
	48	51	51	51	54	55
Vehicle O&M & Fuel	1	1	1	1	1	1
Labour	5	5	5	5	5	5
	54	57	57	57	60	61
	566	617	623	583	602	617

GENERAL FUND - Public Works & Engineering

Street Maintenance Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Lane kms of paved roads	156.99	156.99	160.96	160.96	164.26	165.12	
Lane kms of paved alleys	8.37	8.37	9.05	9.05	9.05	9.05	
Lane kms of unpaved roads	30.69	30.69	26.96	26.96	23.66	22.8	
Lane kms of unpaved alleys	9.92	9.92	9.92	9.92	9.92	9.92	
Total	205.97	205.97	206.89	206.89	206.89	206.89	
Kms of new roads added	3,739	3,970	0.000	0.000	0.000	0.000	(1)
Efficiency Measures							
Cost per km maintained – road/alley	\$2,913	\$2,996	\$3,011	\$2,847	\$2,910	\$2,982	
Note (1):							
2014 Reconstruct - 52 Avenue from 49 Street to 56 Street (610 m); Raccine / Ingraham / Doornbos (592 m)							
2014 Pave - DeWeerd Drive, Driscoll Road, Haener Drive (465 m) - gravel to pavement							
2014 Added gravel roads to maintain- Lemay Drive (314 m); Norseman Drive (498 m); Gibben Drive (66m); Hall Cres (353 m) - total 1,231 m							
2015 Pave - Utsingi Drive, including Taltheilei Drive, Etthen Drive, Drybones tie-ins to Deh Cho Boulevard (1,150 m); Lemay Drive (144 m) - gravel to pavement							
2015 Added gravel roads to maintain - Hall Crescent (812 m); Stinson/Fairchild/Bellanca/Anson/Catalina (1,927 m) - total 2,739 m							
2016 Added paved road to maintain Highway 4, 49th Avenue to Giant boat launch (3,653 m) (Note) road not acquired by city in 2016							
2016 Reconstruct - Franklin Avenue, 41 Street to Wiley Road (697 m);							
2016 Pave - Etthen/Taltheilei/Cameron (1,015 m) - gravel to pavement							
2016 Added gravel roads to maintain - Hall Crescent (315 m), Grace Lake South (609 m)							
2017 Reconstruct - Kam Lake Road, Finlayson Drive to Deh Cho Boulevard (845 m)							
2017 Reconstruct - 52 Street, 52 Avenue to 51 Avenue overlay (184 m); 51 Street, 51 Avenue to 52 Avenue overlay (184 m)							
2018 Pave - Northlands (Norseman/Stinson/Fairchild/Bellanca/Anson/Catalina) (2,270 m); Block 501 Phase 1,2&3 (528m); Grace Lake North (500 m) 3.298 m gravel to pavement							
2019 Pave Cemetery road, (400 m) Block 501 phase 4 (465 m) 865 m gravel to pavement							
2019 Reconstruct- School Draw, 46 Street to 44 Street (235 m) 45 Street, 49 Avenue to 50 Avenue (215 m) 47 Street, 49 Avenue to 51 Avenue (386 m)							



GENERAL FUND - Public Works & Engineering

Street Sweeping Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Vehicle O&M & Fuel	73	124	84	77	80	84
Labour	153	201	162	161	165	169
	226	325	246	238	245	253

Street Sweeping Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Total paved roads/alleys/lanes (km)	165.4	165.4	170.0	170.0	173.3	174.2	
Lane kms							
Efficiency Measures							
Cost per km to street sweep	\$1,820	\$1,366	\$1,447	\$1,406	\$1,414	\$1,453	(1)
Sweeping includes parking lots, sweeping 7 days a week, bulk sand pickup and street washing.							
Notes:							
(1) Cost includes sweeping: labour, fuel and O&M costs.							

GENERAL FUND - Public Works & Engineering

Storm / Ditch Maintenance Budget						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Ditch Maintenance						
General Services	6	14	18	14	15	15
Materials	5	3	3	3	3	3
	11	17	21	17	18	18
Vehicle O&M & Fuel	9	16	11	10	10	11
Labour	33	42	35	35	35	36
	53	75	67	62	63	65
Storm Sewer Maintenance						
General Services	1	3	8	3	3	3
Materials	28	29	28	28	30	30
	29	31	36	30	33	33
Vehicle O&M & Fuel	26	41	30	27	28	30
Labour	180	223	190	190	194	198
	235	295	256	247	255	261
	288	370	323	309	318	326



GENERAL FUND - Public Works & Engineering

Traffic Signals/Lighting/Marking						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Line Painting						
Materials	37	36	36	37	37	38
	37	36	36	37	37	38
Vehicle O&M & Fuel	3	4	3	3	3	3
Labour	70	93	74	74	76	77
	110	133	113	114	116	118
Sign Maintenance						
General Services	-	1	1	1	1	1
Materials	22	30	30	30	32	38
	22	31	31	31	33	39
Vehicle O&M & Fuel	4	6	4	4	4	4
Labour	48	55	51	51	52	53
	74	91	86	86	89	97
Street Decorating						
General Services	11	12	12	9	9	9
Materials	6	10	10	8	8	8
	17	22	22	17	17	17
Vehicle O&M & Fuel	3	5	4	4	4	4
Labour	29	26	31	31	32	32
	49	53	57	52	53	53
Traffic & Street Lighting						
General Services	5	20	33	18	21	21
Power - Street lights	872	869	869	868	903	939
Power - Traffic lights	39	42	42	58	63	65
	916	931	944	943	987	1,025
Vehicle O&M & Fuel	0	0	0	0	0	0
Labour	8	9	9	9	9	9
	924	940	953	952	996	1,035
	1,158	1,217	1,209	1,203	1,254	1,303

GENERAL FUND - Public Works & Engineering

Traffic Signals/Lighting/Marking Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Street lights	1617	1,634	1,657	1737	1760	1783	
Traffic lights	18	18	18	20	20	20	(1), (2)
Pedestrian crosswalks	7	7	8	8	8	8	
Efficiency Measures							
Average yearly energy cost for street lighting	\$937,300	\$871,552	\$869,000	\$868,400	\$903,200	\$939,300	
Average yearly energy cost for traffic lights	\$46,200	\$39,346	\$42,000	\$58,000	\$62,500	\$65,000	(3)
Notes:							
(1) The traffic lights are in sets, therefore 18 sets of traffic lights totals 87 traffic lights.							
(2) 2017 Budget includes addition of traffic lights at the intersection of Kam Lake Road and Finlayson Drive and Franklin Avenue and 44th Street.							
(3) LED light installation completed in 2008, intersections to be metered. Actual power costs were reduced from \$83,000 in 2008 to \$39,346 in 2015.							



SOLID WASTE MANAGEMENT FUND

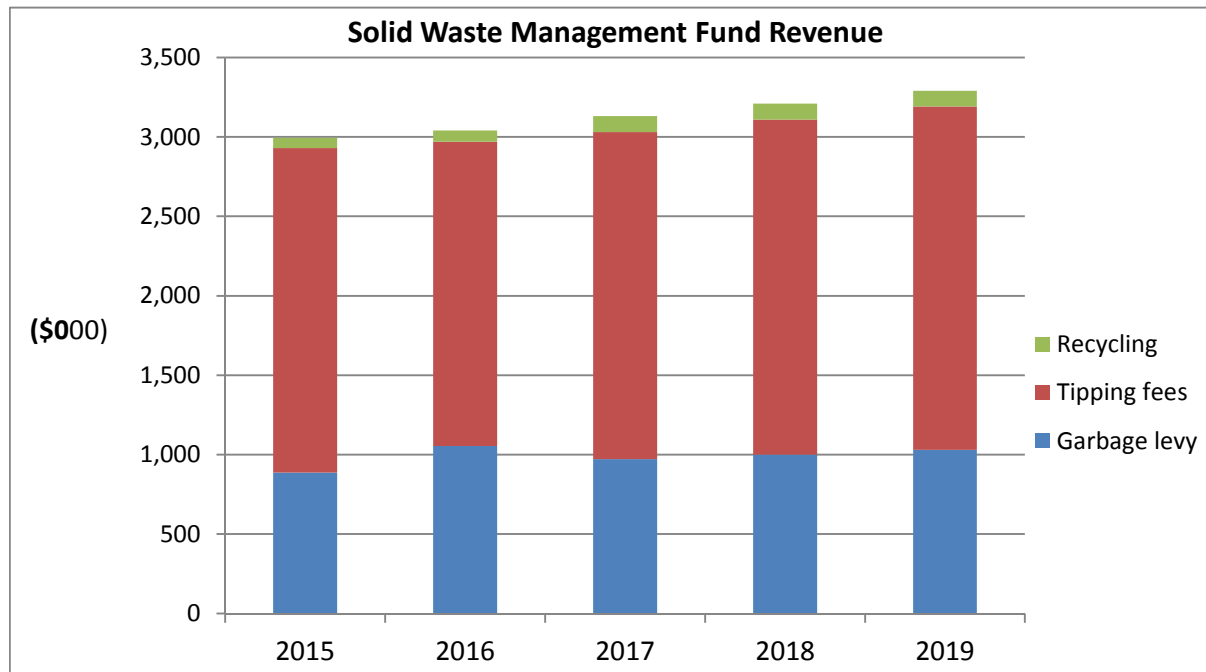
The Solid Waste Facility (SWF) is responsible for the disposal of waste in accordance with regulations and facilitates recycling.

Solid Waste Management Fund Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfer	-	-	8	-	-	-	
User Charges							
Solid Waste Levy	887	911	1,055	971	1,001	1,031	(1)
Tipping Fees	2,043	2,017	1,915	2,059	2,109	2,160	(1)
Sales of Recyclables	64	100	70	100	100	100	
	2,994	3,028	3,048	3,130	3,210	3,291	
Allocated to Capital	-	(278)	(278)	-	-	-	
	2,994	2,750	2,770	3,130	3,210	3,291	
Expenditures (By Activity)							
Waste Collection	309	329	318	341	352	365	
Waste Processing	1,254	1,382	1,288	1,298	1,332	1,370	
Waste Recycling	348	435	344	401	411	422	
Site Restoration/Closure							
-Annual Accrual	418	94	420	420	420	420	
Amortization	652	661	642	1,051	1,069	1,054	
	2,980	2,900	3,012	3,510	3,584	3,630	
Net Revenue (Expenditures)	14	(151)	(243)	(380)	(375)	(339)	
Interfund Transfers							
(To) From General Fund	-	(318)	(318)	(326)	(334)	(342)	(2)
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	14	(468)	(560)	(706)	(708)	(681)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	652	661	642	1,051	1,069	1,054	
Change in Fund Balance	666	193	82	345	361	373	
Opening Balance	(17,295)	(706)	(16,629)	(16,548)	(16,202)	(15,842)	
Closing Balance	(16,629)	(513)	(16,548)	(16,202)	(15,842)	(15,469)	(3)
Expenditures (By Object)							
Wages & Benefits	963	983	938	985	1,011	1,038	
Other O&M	2,017	1,918	2,074	2,525	2,573	2,592	
	2,980	2,900	3,012	3,510	3,584	3,630	
Details of Other O&M							
General Services (Contracted & Recycling Costs)	627	749	656	677	698	718	
Materials	37	58	58	59	61	62	
Maintenance	77	82	82	84	86	89	
Utility- Fuel	32	51	35	54	56	58	
Utility- Power	79	86	80	82	84	87	
Vehicle O&M & Fuel	96	137	100	97	100	105	
Amortization	652	661	642	1,051	1,069	1,054	
Others (Landfill Closure Accrual)	418	94	420	420	420	420	
	2,017	1,918	2,074	2,525	2,573	2,592	

Notes:

- (1) Revenues are based on the assumption that the user fee rates will increase at 2.5% per year from 2017 to 2019.
- (2) The administration fee transferred to the General Fund is based on the estimated cost of administrative services provided to the SWM Fund.
- (3) Mostly resulted from the increase in landfill closure liability of \$16.1M in 2014, \$0.4M from 2015 onwards.

SOLID WASTE MANAGEMENT FUND



SOLID WASTE MANAGEMENT FUND

Solid Waste Management Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
Material Incoming (Metric Tonnes):							
Residential	4,150	4,120	4,100	4,100	4,100	4,100	
Municipal	38,000	33,175	35,000	35,000	34,000	34,000	
Commercial	20,000	19,864	20,000	25,000	25,000	25,000	
Total Tonnes Received	62,150	57,159	59,100	64,100	63,100	63,100	
Material diverted from waste stream (Metric Tonne):							
Appliances @ 68 kg each	145	127	140	140	140	140	
Appliances with freon @ 90 kg each	48	45	50	50	50	50	
Newsprint/cardboard/paper/boxboard	1,800	1,590	1,800	2,000	2,200	2,200	
Aluminum cans							
Steel / tin / scrap metal	700	364	850	850	850	850	
Batteries @ 9 kg each	42	25	25	25	25	25	
Mixed recycling (plastics, glass, tin cans)	120	202	200	200	200	200	
Tires @ 19 kg each	0	0	0	0	0	0	(1)
Tires Oversized @ 50 kg each	0	0	0	0	0	0	(1)
E-waste shipped	50	40	11	0	0	0	(2)
Vehicles received to be shipped (1500kg)	160	143	120	100	80	80	
Propane tanks @ 7.7 kg each	2	2	2	2	2	2	
Tree branches / organics	458	448	500	550	550	550	
Additional recycling:							
Hazardous waste	12	10	12	12	12	12	
Total of Material Diverted	3,537	2,996	3,710	3,929	4,109	4,109	
Items reused on-site:							
Wood waste re-used for cover material (Metric Tonne)	235	222	230	250	250	250	
Tires @ 19 kg each	129	126	130	130	130	130	(3)
Tires Oversized @ 50 kg each	25	32	30	30	30	30	(3)
Contaminated soil	10	10	0	0	0	0	(4)
Contaminated water	0	0	0	0	0	0	(4)
Asphalt	3,000	2,955	3,200	3,800	3,800	3,800	
Clean fill	21,500	20,462	30,000	32,000	32,000	32,000	
Total Re-used	24,899	23,807	33,590	36,210	36,210	36,210	

(Cont'd...)

SOLID WASTE MANAGEMENT FUND

Solid Waste Management Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Effectiveness Measures							
Curbside Organics Program (Metric Tonne):							(5)
Incoming Volume Organics - Range Lake Phase 1	84	82	85	87	89	93	(6)
Incoming volume Waste - Range Lake Phase 1	244	241	238	236	234	230	(6)
% Diversion Range Lake	26%	25%	26%	27%	28%	29%	
Incoming Volume Organics - Old Town Phase 2	27	25	114	117	125	128	(7)
Incoming volume Waste - Old Town Phase 2	45	55	295	292	300	295	(7)
% Diversion Old Town	38%	31%	28%	29%	29%	30%	
Incoming Volume Organics - Frame Lake Phase 3	-	-	46	195	210	225	(8)
Incoming volume Waste - Frame Lake Phase 3	-	-	137	545	570	580	(8)
% Diversion Range Lake	-	-	25%	26%	27%	28%	
Incoming Volume Organics - Downtown Phase 4	-	-	-	25	100	105	(9)
Incoming volume Waste - Downtown Phase 4	-	-	-	77	290	285	(9)
% Diversion Old Town	-	-	-	25%	26%	27%	
% of materials reused on site	40.1%	41.7%	56.8%	56.5%	57.4%	57.4%	
% Diversion	5.7%	5.2%	6.3%	6.1%	6.5%	6.5%	(10)
Notes:							
(1) Tires are no longer shipped south due to cost							
(2) GNWT has started an ewaste program since February 1, 2016							
(3) Tires are shredded and used for cover materials in the winter							
(4) No longer accepted as of 01/10/2014							
(5) Frame Lake organic collection (Phase 3) will roll out in the fall of 2016 and Downtown (Phase 4) will roll out in the fall of 2017							
(6) Range Lake organic collection started on November 10, 2014							
(7) Old Town organic collection started on October 14, 2015							
(8) Frame Lake organic collection started on October 13, 2016							
(9) Downtown organic collection expected to start on October 11, 2017							
(10) % Diversion is calculated on all materials							



WATER & SEWER FUND

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

Water and Sewer Fund Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfer	131	131	224	224	224	224	
User Charges							
Piped Water	6,688	6,805	6,854	7,124	7,429	7,747	(1)
Trucked Water	1,202	1,228	1,228	1,271	1,326	1,384	(1)
Other User Charges	126	185	98	106	110	114	(2)
	8,147	8,349	8,405	8,724	9,089	9,469	
Allocated to Capital	(1,523)	(778)	(778)	(778)	(778)	(1,000)	
	6,624	7,571	7,627	7,946	8,311	8,469	
Expenditures (By Activity)							
Sewage Disposal	1,799	1,849	1,883	1,934	1,981	2,044	
Water Distribution	4,113	4,364	4,337	4,768	4,951	5,109	
	5,912	6,213	6,221	6,702	6,932	7,153	
Labour & Vehicle O&M Allocation	103	74	74	76	77	79	
Amortization	4,258	5,184	5,395	5,425	5,439	5,841	
	10,273	11,471	11,690	12,203	12,448	13,073	
Net Revenue (Expenditures)	(3,648)	(3,900)	(4,063)	(4,257)	(4,137)	(4,604)	
Interfund Transfers							
(To) From General Fund	(1,126)	(1,154)	(1,154)	(1,183)	(1,213)	(1,243)	(3)
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(4,774)	(5,054)	(5,217)	(5,440)	(5,350)	(5,847)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	4,258	5,184	5,395	5,425	5,439	5,841	
Change in Fund Balance	(516)	130	178	(15)	89	(6)	
Opening Balance	(618)	(755)	(1,134)	(956)	(971)	(882)	
Closing Balance	(1,134)	(625)	(956)	(971)	(882)	(888)	
Expenditures (By Object)							
Wages & Benefits	2,180	2,075	2,165	2,201	2,262	2,315	(4)
Other O&M	8,093	9,396	9,525	10,002	10,185	10,757	
	10,273	11,471	11,690	12,203	12,448	13,073	
Details of Other O&M							
General Services	1,504	1,549	1,557	1,700	1,726	1,769	(5)
Materials	406	343	343	371	379	386	
Maintenance	112	90	90	93	95	97	
Utility- Fuel	290	399	441	484	551	586	
Utility- Power	1,410	1,688	1,569	1,808	1,870	1,945	
Vehicle O&M & Fuel	114	143	131	121	126	133	
Amortization	4,258	5,184	5,395	5,425	5,439	5,841	
	8,093	9,396	9,525	10,002	10,185	10,757	

Notes:

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

WATER & SEWER FUND

Water & Sewer Fund Revenue				
		Monthly Charge	Average Monthly	2017 Budgeted Revenue
		(\$)	# of Accts.	(\$)
Piped Services:				
Equivalent residential unit charge		8.27	11,544	1,145,385
Demand charge based on water meter size:	5/8"	10.26	4,488	552,785
	3/4"	15.38	89	16,428
	1"	25.64	63	19,381
	1 1/2"	56.39	60	40,607
	2"	97.40	79	92,331
	3"	215.28	11	28,417
	4"	379.32	4	18,207
	6"	871.41	1	10,457
	8"	1,537.79	1	18,453
Consumption:		1,380,000 cubic metre		
		\$3.75/cubic metre		5,181,072
				<u>7,123,524</u>
Others				
Water Meters Fee 100% Cost Recovery				
Connect/ Disconnect Permit @\$52				
Trucked Services				
		Rate	Annual # of Account/ Consumption (Litres)	2017 Budgeted Revenue (\$)
Residential access charge - accounts		\$59.68	5,943	354,650
Residential consumption <3,300 gallons/15,000 Litres		\$17.06	40,400,000	151,442
Residential consumption >3,300 gallons/15,000 Litres		\$97.22	1,100,000	23,504
Commercial access charge - accounts		\$170.41	2,950	502,721
Commercial consumption <3,300 gallons/15,000 Litres		\$17.06	32,500,000	121,829
Commercial consumption >3,300 gallons/15,000 Litres		\$97.22	2,000,000	42,734
				<u>1,196,879</u>
Others				
Bulk Sales @ \$22.09/ 1,000 gallon (4,550 Litres)				74,000
New Utility Account Setup/ Registration Fee				
Paper Billing		37.44	350	13,104
Paperless Billing		26.52	330	8,752
				<u>21,856</u>
Infrastructure Replacement Levy (to finance Water & Sewer Projects)				
Charge is Per Equivalent Residential Unit (ERU)				
		Monthly Charge (\$)	Average Monthly # of ERU	2017 Budgeted Revenue (\$)
		12.00	12,358	1,779,600



WATER & SEWER FUND

Sewage Disposal Budget	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Liftstations/Effluent Operations						
Operations & Maintenance	420	460	464	458	472	492
Allocated Vehicle O&M & Fuel	6	10	7	6	6	7
Allocated Labour	212	185	199	194	200	205
	638	655	670	658	678	704
Trucked Sewage						
General Services	836	872	907	973	992	1,021
	836	872	907	973	992	1,021
Sewage System Maintenance						
Operations & Maintenance	127	112	112	115	118	120
Allocated Vehicle O&M & Fuel	38	56	43	40	41	44
Allocated Labour	161	154	151	148	152	155
	326	322	307	303	311	319
Total Sewage Disposal						
Direct Costs	1,383	1,444	1,483	1,546	1,581	1,633
Allocated Vehicle O&M & Fuel	43	66	50	46	48	51
Allocated Labour	373	338	350	342	352	360
	1,799	1,849	1,883	1,934	1,981	2,044

WATER & SEWER FUND

Water Distribution Budget	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Pumphouses & Water Treatment Plant						
Operations & Maintenance	1,615	1,921	1,841	2,138	2,259	2,355
	1,615	1,921	1,841	2,138	2,259	2,355
Allocated Vehicle O&M & Fuel	13	5	15	14	15	15
Allocated Labour	859	788	808	789	811	830
	2,487	2,714	2,664	2,941	3,085	3,200
Trucked Water Delivery						
General Services	739	838	811	964	978	997
Water Line/Hydrant Maintenance						
Operations & Maintenance	69	84	84	92	94	97
Allocated Vehicle O&M & Fuel	37	47	42	39	41	43
Allocated Labour	586	553	551	538	553	566
	692	684	677	669	688	706
Water Meter Services						
Operations & Maintenance	12	8	8	23	24	24
Allocated Vehicle O&M & Fuel	21	26	24	22	23	24
Allocated Labour	164	95	154	150	155	158
	197	128	186	195	202	206
Total Water Distribution						
Direct Costs	2,435	2,851	2,744	3,216	3,354	3,473
Allocated Vehicle O&M & Fuel	70	78	81	75	78	82
Allocated Labour	1,608	1,435	1,513	1,477	1,519	1,554
	4,113	4,364	4,337	4,768	4,951	5,109



WATER & SEWER FUND

Water and Sewer Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
No. of metres of replaced water and sewer mains	728	728	583	2130	1110	400	(1)
No. of metres of new water and sewer mains	2,177	2,177	282	630	-	-	(2)
No. of fire hydrants	338	338	340	340	340	340	(3)
No. of fire hydrants flushed	304	308	320	300	300	300	
No. of bleeders on City main lines	-	-	1	-	-	-	
No. of water meters replaced:							
Public Works (in-house)	21	23	65	40	40	40	
Contracted out	247	247	5	5	5	5	
Total water meters replaced	268	270	105	45	45	45	(4)
No. of new water and sewer (W&S) services privately installed:							
Niven Lake	12	10	4	2	2	-	
Block 501	101	101	0	40	-	-	
No. of services replaced under Capital	20	40	4	100	30	-	(5)
No. of services repaired/replaced under Service Connection Failure Assistance Fund (SCFA):							
Public Works (in-house)	65	60	75	60	60	60	
Contracted out	15	10	12	10	10	10	
Total	80	70	87	70	70	70	
No. of services repaired/replaced by City (Capital and O&M)	100	110	91	170	100	70	
No. of single line bleeders eliminated	-	3	2	-	-	-	
Notes:							
(1) Values for 2017 and 2018 include mains replaced with funding from Clean Water & Wastewater Fund							
(2) Values for 2015 and 2017 include mains installed in Block 501. Value for 2016 is for mains installed in Hordal-Bagon development							
(3) In this budget cycle all fire hydrants within Northland Trailer Park will become part of the City's PH #4 system, thus current identification system requires updating Values include new hydrants in Block 501							
(4) Replacement of meters will be ongoing, especially now that specifications have been changed due to purchase of automated reading equipment							
(5) Service replacement estimates based on accelerated upgrades due to funding received							

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LAND DEVELOPMENT FUND

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

- Preparation of conceptual development plans and comprehensive plans for development areas
- Property appraisal, legal survey and mapping work related to lands for disposal, as well as engineering and constructing infrastructure required in the development area
- Recovery, through the sale of public lands, of all direct, indirect and associated costs related to municipal lands in accordance with the Land Administration By-law

Utility infrastructure installed on public rights-of-way in new subdivisions/development areas will become the responsibility of the Water and Sewer Fund upon final acceptance by the City. Until that time, it is the responsibility of the Land Development Fund.

Land Development Fund							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Government Transfer	17	-	-	-	-	-	
User Charges							
Land Leases & others	222	232	248	370	372	374	
Land Sales	2,041	2,834	8,254	4,899	5,141	2,661	(1)
	2,281	3,066	8,502	5,269	5,513	3,035	
Expenditures (By Activity)							
Land	639	1,241	1,817	1,221	1,508	589	(2)
	639	1,241	1,817	1,221	1,508	589	
Net Revenue (Expenditures)	1,642	1,826	6,685	4,048	4,005	2,446	
Interfund Transfers							
(To) From Revitalization Initiative Reserve	-	-	(2,113)	(1,545)	(1,617)	(873)	
(To) From General Fund	(175)	(179)	(179)	(184)	(189)	(193)	(3)
(To) From Capital Fund	(342)	(3,500)	(2,920)	(3,650)	(3,600)	(2,500)	(4)
Change in Fund Balance	1,125	(1,854)	1,473	(1,331)	(1,401)	(1,120)	
Opening Balance	1,466	2,886	2,590	4,063	2,733	1,332	
Closing Balance	2,590	1,032	4,063	2,733	1,332	212	

Notes:

- (1) Land sales for 2017 to 2019 are based on selling parcels of Grace Lake South, Hordal-Bagon, Niven Lake Phase 5 & 7, Engle Business District #2 and Enterprise Drive over next three years.
- (2) When land from land inventory is resold, the value of the land is shown as an expenditure.
- (3) According to budget policies, a minimum of \$100,000 will be transferred from Land to General Funds if the fund has achieved the minimum balance set out in the Stabilization Policy and the minimum balance is no less than nil. But the actual transfer is based on estimated administrative costs.
- (4) The infrastructure development cost was/will be reported as investment in capital assets so related amount was/ will be transferred to Capital Fund. Projects for next three years:
 - development of portion of Engle Business District#2 and paving of Engle Business District#1;
 - paving of Grace Lake North and Niven Lake Phase 5;
 - complete the development of Grace Lake South and Hordal-Bagon; and
 - development of parks and trails in various areas

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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, especially in winter weather conditions, can exceed \$10,000. The SCFA fund also applies to sewer service connection failures, and helps cover the costs associated with fixing sewer connections.

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

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

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

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

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

Standard Water and Sewer Service Connection

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

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

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

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

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

SERVICE CONNECTION FAILURE ASSISTANCE FUND

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

Service Connection Failure Assistance Fund Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
Revenue							
Insurance Premium	1,170	1,169	1,169	1,204	1,210	1,216	(1)
Insurance Deductible	25	36	36	36	36	36	
	<u>1,195</u>	<u>1,205</u>	<u>1,205</u>	<u>1,240</u>	<u>1,246</u>	<u>1,252</u>	
Expenditures							
Contracted Services	684	652	652	724	717	709	
Materials	80	122	122	134	137	141	
Labour/ Equipment	200	302	302	382	392	402	(2)
	<u>964</u>	<u>1,076</u>	<u>1,076</u>	<u>1,240</u>	<u>1,246</u>	<u>1,252</u>	
Change in Fund Balance	231	129	129	-	-	-	
Opening Balance	(157)	(157)	74	203	203	203	
Closing Balance	<u>74</u>	<u>(28)</u>	<u>203</u>	<u>203</u>	<u>203</u>	<u>203</u>	

Notes:

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

Budgeted revenue is based on the following:

	Rate	Number/ Volume	2017 Budgeted \$
Premiums Per Equivalent Residential Unit	\$10.00	10,030	1,203,600
Deductible-(Average # of Monthly Charges)	\$1,000.00	3.00	36,000
Total Revenue			<u>1,239,600</u>



SERVICE CONNECTION FAILURE ASSISTANCE FUND

Service Connection Failure Assistance Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
Workload Indicators							
No. of services repaired/replaced under SCFA:							
Public Works (in-house)	65	60	75	60	60	60	
Contracted Out	15	10	12	10	10	10	
Total	80	70	87	70	70	70	
Effectiveness Measures							
Average cost to repair/replace service with dual circulating water service under SCFA	\$13,500	\$14,000	\$15,800	\$16,200	\$16,600	\$17,000	(1), (2) & (3)
Notes:							
(1) Pavement and sidewalk repairs are now included in the cost of performing a SCFA repair							
(2) Average cost of service replacement/repair subject to inflation of material cost							
(3) Average repair costs are approximately 20% of service replacement cost which in turn results in lower overall average cost based on ratio							

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CAPITAL FUND

Capital Fund Summary

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Revenue							
Taxation	614	1,214	528	528	-	1,700	1,700
Government Transfers							
Formula Funding	7,639	7,639	7,639	7,713	7,713	7,713	7,713
Other Grants	6,829	7,483	7,563	7,763	17,819	14,274	8,795
User Charges	3,035	3,064	2,829	2,829	2,558	2,572	2,809
	<u>18,117</u>	<u>19,400</u>	<u>18,559</u>	<u>18,833</u>	<u>28,090</u>	<u>26,259</u>	<u>21,017</u>
Expenditures							
Fleet Management	1,126	522	1,089	3,065	1,090	1,119	1,550
General Government	596	843	484	747	948	1,040	745
Community Services	1,469	2,420	313	380	705	4,001	6,772
Public Safety	317	370	417	543	569	502	262
Planning & Development	600	640	-	576	325	-	1,900
Public Works	2,460	2,091	3,075	3,099	3,743	5,793	4,705
Solid Waste Management	850	540	4,350	4,579	775	550	400
Community Energy Plan (CEP)	300	352	1,335	665	1,305	650	1,100
Water & Sewer	12,229	9,409	4,571	4,780	16,515	13,053	6,455
Land Fund Projects	1,124	342	3,500	2,920	3,650	2,750	2,500
Projects Carry Forward	2,944	-	1,358	-	2,002	-	- (1)
	<u>24,015</u>	<u>17,528</u>	<u>20,492</u>	<u>21,352</u>	<u>31,627</u>	<u>29,458</u>	<u>26,389</u>
Net Revenue (Expenditures)	(5,898)	1,872	(1,933)	(2,519)	(3,537)	(3,199)	(5,372)
Debenture Proceeds	-	-	-	-	-	-	1,000
Debt Principal Repayments	(1,415)	(1,415)	(1,460)	(1,460)	(1,507)	(1,556)	(1,656)
	<u>(1,415)</u>	<u>(1,415)</u>	<u>(1,460)</u>	<u>(1,460)</u>	<u>(1,507)</u>	<u>(1,556)</u>	<u>(656)</u>
Interfund Transfers							
To Reserves	(2,279)	(2,279)	(2,218)	(2,218)	(700)	(1,860)	(2,250)
From Reserves	1,482	800	1,573	3,684	1,763	1,809	2,795
From Land Development Fund	1,124	342	3,500	2,920	3,650	3,600	2,500
	<u>327</u>	<u>(1,137)</u>	<u>2,855</u>	<u>4,386</u>	<u>4,713</u>	<u>3,549</u>	<u>3,045</u>
Change in Fund Balance	(6,986)	(679)	(538)	408	(331)	(1,206)	(2,983)
Opening Balance	9,553	6,646	2,649	5,968	6,375	6,044	4,837
Closing Balance	<u>2,567</u>	<u>5,968</u>	<u>2,111</u>	<u>6,375</u>	<u>6,044</u>	<u>4,837</u>	<u>1,854</u>

Note:

(1) In 2016, the forecasted carryover project amount is \$3.524 million out of which \$1,522 million are funded by reserves and deferred revenues.

CAPITAL FUND

Capital Fund Expenditures

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
General Government							
Administration	100	63	-	79	350	350	-
Information Technology	496	780	484	668	598	690	745
	596	843	484	747	948	1,040	745
Community Services							
Directorate	-	-	-	-	65	-	-
Arenas	1,220	2,044	-	42	160	130	160
Library	-	-	57	57	-	-	-
Parks	125	154	185	196	462	3,531	2,080
Pool	100	152	-	14	-	325	4,520
City Hall	-	46	50	50	-	-	-
Debenture Interest	24	24	21	21	18	15	12
	1,469	2,420	313	380	705	4,001	6,772
Public Safety							
Directorate	100	86	125	139	125	125	150
Municipal Enforcement	97	157	102	123	5	-	-
Fire & Ambulance	120	127	190	281	439	377	112
	317	370	417	543	569	502	262
Planning & Development	600	640	-	576	325	-	1,900
	600	640	-	576	325	-	1,900
Public Works							
Fleet Management	1,126	522	1,089	3,065	1,090	1,119	1,550
Engineering & Garage	60	34	225	249	293	843	580
Road Rehabilitation	2,400	2,057	2,850	2,850	3,450	4,950	4,125
	3,586	2,612	4,164	6,163	4,833	6,912	6,255
Solid Waste							
Landfill/Baling	850	540	4,350	4,579	775	550	400
Community Energy Plan (CEP)	300	352	1,335	665	1,305	650	1,100
	1,150	892	5,685	5,244	2,080	1,200	1,500
Water & Sewer							
Pumphouses/Liftstations/Forcemains/Federal Funded Projects	8,561	4,644	150	254	12,913	7,963	425
Other	190	133	280	384	125	240	2,200
Water & Sewer Mains	2,795	3,949	3,500	3,500	2,880	4,300	3,300
Debenture Interest	683	683	641	641	597	550	530
	12,229	9,409	4,571	4,780	16,515	13,053	6,455
Land Fund Projects	1,124	342	3,500	2,920	3,650	2,750	2,500
Projects carried forward	2,944	-	1,358	-	2,002	-	-
TOTAL	24,015	17,528	20,492	21,351	31,627	29,458	26,389



CAPITAL FUND

Capital Financing

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Property Taxation							
Debt							
Principal	1,415	1,415	1,460	1,460	1,507	1,556	1,656
Interest	707	707	662	662	615	565	542
Additional	(1,508)	(908)	(1,594)	(1,594)	(2,122)	(421)	(498)
	614	1,214	528	528	-	1,700	1,700

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Formula Funding							
Capital Projects:							
General Government	220	124	-	-	70	70	-
Community Services	1,365	1,595	212	212	437	3,895	6,005
Planning & Development	600	91	-	-	250	-	1,400
Public Safety	317	238	417	417	569	502	262
Public Works	250	62	975	975	866	1,812	1,170
Community Energy Plan	300	-	1,335	1,335	120	250	500
Solid Waste Mgmt	850	487	2,467	2,467	75	-	-
Water & Sewer	-	52	-	-	967	-	-
Reserves:							
Information Technology	403	403	500	500	700	700	700
Major Community Facility	600	600	-	-	-	-	-
Mobile Equipment	1,122	1,122	1,306	1,306	-	1,026	1,416
	6,027	4,774	7,212	7,212	4,054	8,255	11,453
Debt Payment / others	1,612	2,865	427	501	3,659	(542)	(3,740)
TOTAL	7,639	7,639	7,639	7,713	7,713	7,713	7,713
Annual Contribution	7,639	7,639	7,639	7,713	7,713	7,713	7,713

CAPITAL FUND

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Other Grants							
Government of Canada							
Gas Tax Rebate	4,519	4,519	5,273	5,273	5,272	5,511	5,511
Community Capacity Building Fund	20	51	-	45	-	-	-
Clean Water & Wastewater Fund & Public Tran. Infrastructure Fund	-	-	-	-	9,807	6,132	319
Others	-	494	-	-	430	291	675
Government of NWT							
Community Public Infrastructure Funding	2,210	2,210	2,210	2,210	2,210	2,210	2,210
MACA Recreation Grant	80	80	80	80	80	80	80
Others	-	20	-	-	-	-	-
Others	-	109	-	155	20	50	-
	6,829	7,483	7,563	7,763	17,819	14,274	8,795

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
User Charges							
Solid Waste Allocation							
Mobile Equipment Reserve	-	-	278	278	-	-	-
	-	-	278	278	-	-	-
Water & Sewer Allocation							
Mobile Equipment Reserve	154	154	134	134	-	134	134
Additional	1,421	1,367	644	644	778	644	866
	1,575	1,521	778	778	778	778	1,000
Other							
Water & Sewer Infrastructure Levy	1,460	1,543	1,773	1,773	1,780	1,794	1,809
	1,460	1,543	1,773	1,773	1,780	1,794	1,809
	3,035	3,064	2,829	2,829	2,558	2,572	2,809



CAPITAL FUND

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Interfund Transfers							
To Reserves:							
Information Technology	(403)	(403)	(500)	(500)	(700)	(700)	(700)
Major Community Facility	(600)	(600)	-	-	-	-	-
Mobile Equipment	(1,276)	(1,276)	(1,718)	(1,718)	-	(1,160)	(1,550)
	<u>(2,279)</u>	<u>(2,279)</u>	<u>(2,218)</u>	<u>(2,218)</u>	<u>(700)</u>	<u>(1,860)</u>	<u>(2,250)</u>
From Reserves:							
Information Technology	356	319	484	641	598	690	745
Mobile Equipment	1,126	468	1,089	3,043	1,090	1,119	1,550
Twin Pine Hill Trail	-	13	-	-	-	-	-
Downtown Development Reserve	-	-	-	-	75	-	500
	<u>1,482</u>	<u>800</u>	<u>1,573</u>	<u>3,684</u>	<u>1,763</u>	<u>1,809</u>	<u>2,795</u>
From Land Development Fund:							
To Capital Fund	1,124	342	3,500	2,920	3,650	3,600	2,500

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CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
General Government							
Administration							
Salary Review	50	38	-	-	-	-	-
Destination Marketing	50	6	-	44	350	350	-
CCBF-911 Emergency Services	-	19	-	35	-	-	-
	100	63	-	79	350	350	-

CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Information Technology							
Network Renewal & Expansion	25	19	25	31	44	52	63
GIS Maintenance & Enhancements	40	21	44	63	20	46	49
Server and Storage Renewal and Expansion	40	17	45	68	49	53	59
Phone System	-	-	-	-	-	40	40
Satellite Imagery /LIDAR	60	48	-	12	-	66	-
Communication Infrastructure & Renewal	5	265	10	71	16	20	25
Security Cameras	-	-	25	25	20	21	22
Secondary Site & Data Replication	20	28	20	20	12	12	13
Library Public Access	-	-	20	20	-	-	-
MED In-Car Computer	10	11	-	-	-	34	-
MED In-Car Cameras	-	-	30	30	-	-	56
MED Web Applications	-	-	-	-	-	25	-
Website/ Online Service	11	16	20	20	-	29	30
Website Redesign/ Refresh	-	5	-	-	-	50	-
Server Room Upgrades	25	17	20	20	-	-	100
Core Switch Upgrades	60	54	-	7	-	-	-
Inventory Bar Coding	-	-	-	15	-	-	-

(cont'd ...)



CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Information Technology (cont'd)							
Virtualization	100	87	100	121	26	28	29
One-Stop Shopping	-	9	-	-	-	-	-
Document Management System	-	-	-	-	-	-	25
Door Access Controls	10	10	20	20	11	12	12
Wireless Controllers	-	-	55	55	-	-	61
Multi-function Devices and Printers	50	99	50	50	51	53	56
Social Media	-	5	-	-	-	-	-
Automated Ticket Writer	-	23	-	-	-	-	-
Disk Expansion	-	-	-	-	-	34	-
Plotter	-	-	-	-	-	15	-
Computer Aided Dispatch	20	33	-	15	-	-	-
Automatic Vehicle Location	-	6	-	4	-	-	-
Emergency Operations Centre Equipment	20	10	-	-	-	-	11
Webcasting	-	-	-	-	-	-	75
Mapping, Data Collection & Verification	-	-	-	-	18	-	19
Stanton Equipment Relocation	-	-	-	-	50	100	-
Budget Management	-	-	-	-	134	-	-
Class/Active Net Replacement	-	-	-	-	147	-	-
	496	780	484	653	598	690	745

CAPITAL FUND - 2017 Capital Projects

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)	IT Reserve (\$000s)
General Government	Page				
Administration					
Destination Marketing	131	350	70	280	
		350	70	280	-
Information Technology					
Network Renewal and Expansion	136	44			44
GIS Maintenance & Enhancements	140	20			20
Server and Storage Renewal and Expansion	143	49			49
Communication Infrastructure Renewal	145	16			16
Security Cameras	147	20			20
Secondary Site & Data Replication	149	12			12
Virtualization	151	26			26
Door Access Controls	153	11			11
Multi-function Devices and Printers	155	51			51
Mapping, Data Collection & Verification	157	18			18
Stanton Equipment Relocation	159	50			50
Budget Management	161	134			134
Class/Active Net Replacement	162	147			147
Subtotal		598	-	-	598



CAPITAL FUND - 2017 Capital Projects

Department/Division Communications and Economic Development
 Project Destination Marketing with Term Position

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	350,000	350,00		700,000
O&M Expenses				
Total:				
Formula Funding	70,000	70,000		140,000
Grants	280,000	280,000		560,000

Purpose

The \$350,000 in 2017 and 2018 is targeted towards the implementation of the Destination Marketing Plan (approved for information by Council Motion #0095-16). This project incorporates staffing a two-year full-term position (or a contractor) along with resources to satisfy the Plan’s implementation priorities until a DMO is established (targeted for late 2018 or 2019). The long term intent of this project is to incubate a DMO within the bureaucracy, then to establish the legislative framework to initiate a hotel levy which would support the DMO without municipal resources in the future.

Due to the timing of the budget, the hiring of staff (or contractor), and the required legislative amendments by the City and the GNWT, this project timeline is indicated over two calendar years.

This project meets the funding criteria through the **Canadian Northern Economic Development Agency’s (CanNor)** Strategic Investments In Northern Economic Development (SINED) Program. A formal application has been submitted for the project which may contribute up to 80% of the total cost (\$560,000). The City of Yellowknife will be expected to contribute at least 20% of the total cost of the project, identified above.

See tables on following pages outlining all costs.

Background

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

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

This submission identifies the initial seed capital investment of approximately \$350,000 in fiscal year 2017 to establish a DMO and fund the initial marketing activities until a visitor levy can be established. A visitor levy, targeted to be in place by 2018 will provide sustainable funding for the DMO budget without the need for further City investment.

Triple Bottom Line

Social

N/A

Economic

Visitors to the NWT and to Yellowknife in particular, are rising along with visitor spending:

- Overall visitors to the Northern Frontier Visitor Centre– both at the downtown and airport locations – have increased year-over-year since 2012¹. In 2015, more than 40,000 people went through the Northern Frontier Visitor Centre.
- The total number of visitors to Yellowknife has grown by approximately 48% (from 46,587 to 69,094 from 2009/10 to 2013/14²) while spending has increased by 43% from \$61.2 million to \$87.7 million over the same period.
- Per capita visitor spending, which had been relatively stable from 2010 to 2013, saw a marked increase (almost 30%), from \$1,201 in 2013 to \$1,550 in 2015³.
- \$47.2 million was spent in Yellowknife on business travel in 2015. Tourism is a \$140 million/year industry in the NWT. Much of this benefits Yellowknife, as most visitors must come through Yellowknife on their way anywhere in the NWT⁴.

Environmental

N/A

Operational Impact

The incubation of a DMO within City bureaucracy places the City of Yellowknife in a better position to drive the local economy. The current programs operating via the O&M budget will be expanded and used as leverage in 2017 marketing campaigns to promote visitation to Yellowknife.

¹ Northern Frontier Visitors Association

² Department of ITI North Slave Tourism.

³ Ibid.

⁴ Department of ITI - Research and Planning



CAPITAL FUND - 2017 Capital Projects

YEAR ONE				
Activity/task	Basis of cost	Completion Date	Budget	Result
Staffing a two-year full-time term position or contractor.	Full time position plus statutory deductions and benefits. Purpose: Continue discussions and negotiations with respect to establishing a visitor levy. Continue discussions and negotiations with respect to establishing a DMO	End of 2017	\$150,000	Hiring/contracting services for the purpose of creating, implementing and ensuring success of the project.
Collect baseline data by surveying Yellowknife residents.	External contract	End of 2017	\$30,000	Baseline data for the purpose of analysing success of the project and leveraging partners.
Stakeholders' forum (ongoing).	Hospitality cost for meetings	End of 2017	\$2,000	In order to keep all stakeholders properly informed, regular communication on project will occur at the forums.
Establish a memorandum of understanding (MOU) or partnership with NWT Tourism's Conference Bureau.	Budget for participating in MPI (or similar) conference, Conference Bureau familiarization tours (FAM)	End of 2017	\$50,000	Currently, NWTT is the centralized conference bureau for the NWT, an MOU will detail the role of the City in the marketing for conferences in the capital city.
Create high impact signage/coordinate with website presence and on line strategy.	Production/printing/installation costs	End of 2017	\$50,000	Production of a plan and the installation of signs along with coordinated website.
Investigate development of Yellowknife visitors' resources.	Production/printing/distribution	End of 2017	\$18,000	Products such as a revamped Visitors Guide, maps, tours and partnerships that tourists can access.
Partnership activities.	Pursuing opportunities arising from partnership forum discussions	End of 2017	\$50,000	Partnership activities result in ad campaigns such as a Globe & Mail Travel ads, tour packages, contests with travel prizes and other advertising campaigns.
Total			\$350,000	

CAPITAL FUND - 2017 Capital Projects

YEAR TWO				
Activity/task	Basis of cost	Completion Date	Budget	Result
Staffing a two-year full-time term position or contractor.	Full time position plus statutory deductions and benefits	End of 2018	\$150,000	Hiring/contracting services for the purpose of creating, implementing and ensuring success of the project.
Stakeholders' forum.	Administration costs for forum	End of 2018	\$2,000	In order to keep all stakeholders properly informed, regular communication on the project will occur at the forums.
Partnership activities (continued from year 1).	Budget for pursuit of joint initiatives	End of 2018	\$15,000	Partnership activities result in ad campaigns such a Globe & Mail Travel ads, tour packages, contests with travel prizes and other advertising campaigns.
Continue to partner with Conference Bureau (continued from year 1).	Budget for participating in MPI (or similar) conference, Conference Bureau familiarization tours	End of 2018	\$35,000	Currently, NWTT is the centralized conference bureau for the NWT, a MOU will detail the role of the City in marketing for conferences in the capital city.
Implementation of online strategy (continued from year 1).	Social media and website services costs (may be contracted)	End of 2018	\$18,000	Production of a plan and the installation of signs along with coordinated website.
Create and launch a "host" campaign.	Agency costs	End of 2018	\$50,000	Provide Yellowknifers with a "self-guided tour" or a "host package". Social media campaigns including targeted crowd-sourced social media videos as a means for Yellowknifers and visiting friends and relatives to share information, photos and videos to encourage increased travel to Yellowknife.

*Year two budget anticipates that funds from the visitor levy will begin to flow after 2018, and will provide approximately \$1 million in support of destination marketing activities. In 2019 and years following, the DMO will have access up to up to \$3M from the visitor levy which will be used to fund year the future operational needs and marketing of the organization. It is anticipated that in 2019 and beyond, the DMO will be an independent organization and not within the City of Yellowknife bureaucracy.

(cont'd...)



CAPITAL FUND - 2017 Capital Projects

Participate in NWT Tourism FAM tours.	FAM hosting budget	End of 2018	\$10,000	Participate with NWT Tourism to host Yellowknife-based familiarization tours with travel media and industry representatives. Tours include cost of meal, tours, transportation and other hosting costs within Yellowknife.
Prepare to commission DMO (including planning for visitor hub or “tourism marketplace”).	This activity will include planning for visitor hub or “tourism marketplace”	End of 2018	\$15,000	Develop job description, operational requirements for office space, legal/corporate registration, lease arrangements. Office renovation, rent and furniture. Operations costs.
Broker packages between operators and develop marketable tours/packages.	Contracted design, printing	End of 2018	\$30,000	This task can include self-guided tours that visitors can download from a website or pick up at the downtown visitor hub. The tours will encourage visitors to discover Yellowknife on their own and provide them with daytime activities to engage in while waiting for aurora viewing. The City can work with designated “tour stops” to provide incentives at each stop. These self-guided tours can be tailored to the season and the target market. These tours can benefit from the wayfinding signage plan.
Conduct annual tourism Yellowknife resident survey and measure and communicate tourism ROI (continued from year 1).	External contract	End of 2018	\$25,000	Baseline date for the purpose of analysing success of the project and leveraging partners.
Total			\$350,000	

CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
Project Network Renewal and Expansion

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	43,500	52,200	62,640	158,340
O&M Expenses				
Total:				
IT Reserve	43,500	52,200	62,640	158,340
Formula Funding				
Grants				

Purpose

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

Background

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

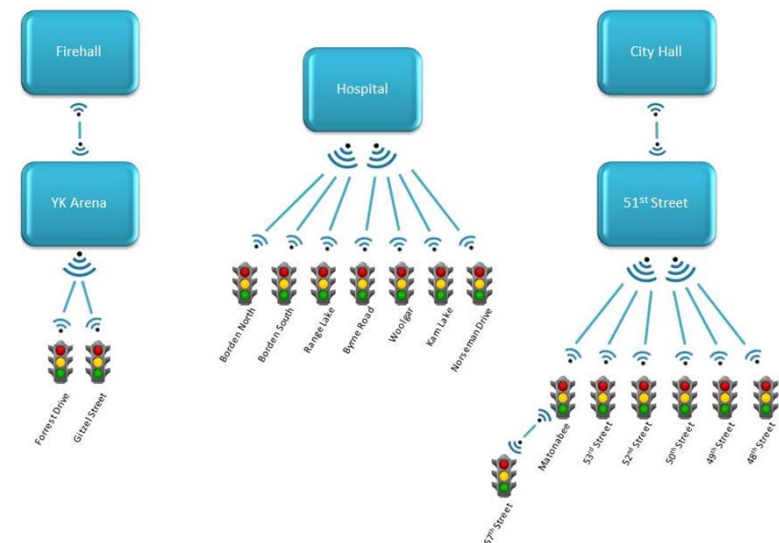
The City's network employs Ethernet, leased and city-owned fiber, wireless, and microwave technologies to create connections among thirteen sites.

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

In 2016, the network expanded to provide connectivity to every traffic light in order to streamline traffic control management within the Public

Works department; this initiative alone added 63 network devices to the City's infrastructure.

Traffic Light Network



In addition to connectivity, the network also plays a key role in protecting the City's information technology infrastructure and the corporate data assets stored within it. The network's firewalls and other protective mechanisms routinely deny more than 100 unauthorized access attempts per minute while its spam filter rejects an average of 80% (over 150,000 per month) of the emails directed at the organization.

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

Over the term of this budget, the focus will be on security enhancements because threats – both internal and external – continue to grow and evolve, making it evermore challenging to adequately protect the City's infrastructure. Attention will also be given to using appropriate technologies to grow the network to meet increasing demands for services, and to addressing the feasibility of repatriating some network connectivity solutions to reduce the City's reliance on third party services and thus reduce overall operating costs.

This project helps to ensure that the necessary network infrastructure is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proac-

tive in anticipation of future requirements;

- Provide secure, high-availability network services; and
- Support the efficient and effective operation of all information systems.

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social

N/A

Economic

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

Environmental

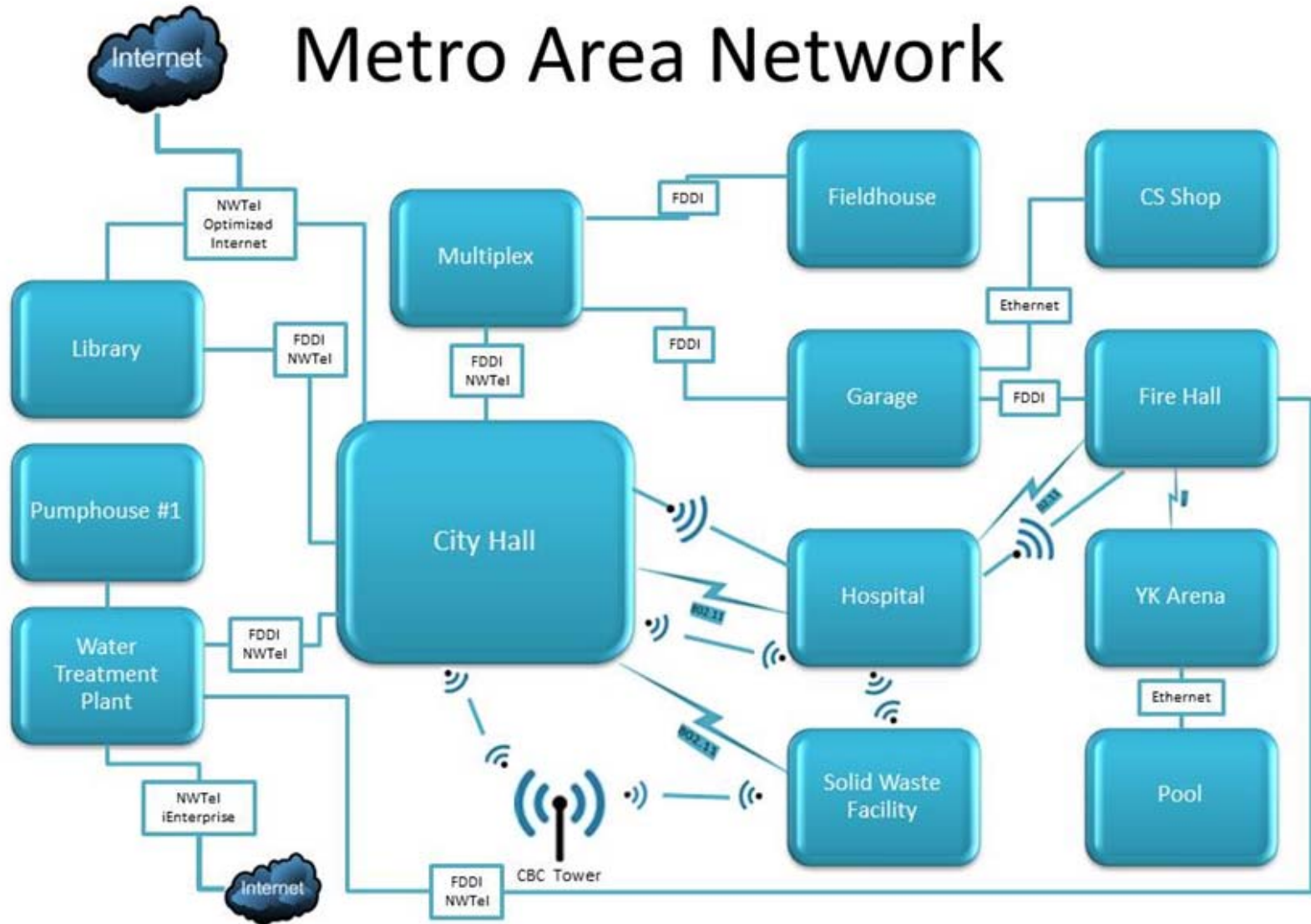
N/A

Operational Impact

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

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





CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
Project GIS Maintenance and Enhancements

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	20,000	46,310	48,630	139,040
O&M Expenses				
Total:				
IT Reserve	20,000	46,310	48,630	139,040
Formula Funding				
Grants				

Purpose

To achieve planned and incremental investments in the City's Geographic Information Systems to bring data up-to-date and, when resources allow, provide targeted services to meet staff, citizen, and stakeholder requirements .

Background

CityExplorer – the City's geographic information system (GIS) – is a powerful and popular tool for both staff and citizens. Based on the principal that most information has a spatial component, it provides single-window access to diverse data from across the organization, and should be a dynamic and evolving entity. This project reflects the necessity of the regular, predictable expenditures that are essential to the upkeep and growth of CityExplorer.

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

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

directed by the needs and requirements of staff, citizens, and stakeholders.

In 2017, funding will be devoted to maintaining the existing infrastructure and services. No new features or enhancements will be undertaken.

In 2018 and 2019, specific enhancements will be driven by current and foreseeable requirements, and will depend on available funding. Major initiatives could include migrating the City's GIS infrastructure to the Canadian Municipal Data Model, enhancing the City's data library with the creation of new datasets, expanding internal GIS utilization within the organization, and introducing new functionality to CityExplorer to allow for the distribution of public data.

Enhancement plans also include:

- Continuing to fine-tune security and permission settings on the City's spatial database so that internal clients can take greater ownership of the data they originate and assume responsibility for routine and regular updates. As demonstrated when Planning and Development undertook responsibility for lease data in 2016, this improves the quality of the data as it is maintained by those who are the most knowledgeable about it.
- Expanding data collection capabilities to further streamline data capture and processing. ESRI's Collector software enables data collection



by GPS units, tablets, and smartphones so any employee can easily gather data in electronic form for real-time updates, rather than manually recording information and then entering it into one or more systems. This initiative will build on the success of 2015's CLEM (Cart Location Editing Matrix) deployment and where feasible, put data collection opportunities in the hands of the people closest to that data. Asset inspection data will be a prime candidate as there are considerable advantages to having the crews capture the data in the field during the inspection process and then integrating this information directly into CityExplorer (for asset management) and CityWorks (for work management). Similarly, it will be beneficial for maintenance crews to capture fixed asset data in the field and to update the City's GIS database in real time, and for hydrant flow testing and water meter installation information to be captured in the field and fed directly into the systems that utilize it.

- Enhancing the City's 3D data offerings by adding 3D versions of building information and facility floor plans, and introducing Geodesign capability to support integrated processes for planning built and natural environments.
- Enabling more of the City's fleet with Automatic Vehicle Location (AVL) services that not only track location but also monitor factors such as vehicle speeds, engine data, and fuel consumption to help improve overall fleet management.
- Expanding the City's route analysis capabilities by adding an integrated road network to support route planning and aid in identifying potential cost savings. Expanding the City's route analysis capabilities by adding an integrated road network to support route planning and aid in identifying potential cost savings.

Triple Bottom Line

Ongoing investments are required to sustain the existing infrastructure; 2017 work will be limited to these activities. In future years, enhancements to the City's GIS infrastructure could help to keep the information current and to expand the toolsets and services to meet evolving needs of employees, citizens and stakeholders. As with all Information Technology projects, this one contributes to a consistent set of goals established to

create a focus for technology investment and effort:

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

It also addresses these Information Technology Division objectives:

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

Social

In 2017, this project will maintain the City's existing GIS infrastructure. In future years, if adequate funding is available, new features will be added to further empower staff, citizens, and/or stakeholders to locate and compile diverse information that helps them accomplish their day-to-day activ-

ities more efficiently and with greater independence. For example, the 2016 enhancement that allows staff throughout the organization to create a mailing list based on a set of selected properties streamlined their processes and removed the need for them to request this information from Help Desk. Similarly, the 2015 Open Data portal provided citizens and external stakeholders with ready access to a number of datasets they would otherwise have to request from the Information Technology Division and in the process increased the transparency of City data.

Economic

In 2017, maintaining the existing GIS infrastructure is crucial. In future years, maintaining it and incrementally enhancing its feature sets and capabilities will be a prudent approach to both protecting the City's investment and providing tools that benefit staff and citizens.

Environmental

Providing information electronically to both internal and external clients reduces paper consumption. For example, Open Data offerings provide citizens and stakeholders with almost instant access to a variety of maps that otherwise would be requested from the Information Technology Division and often provided in paper format.

Operational Impact

The City's GIS services have been widely embraced by staff, citizens, and stakeholders and have created efficiencies throughout the organization. Although no new services will be added in 2017, in future years continued investment in this resource could help ensure that data accuracy is maintained and that features and functionality continue to grow to meet expanding demands.

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Server and Storage Renewal and Expansion

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	48,400	53,240	58,560	160,200
O&M Expenses				
Total:				
IT Reserve	48,400	53,240	58,560	160,200
Formula Funding				
Grants				

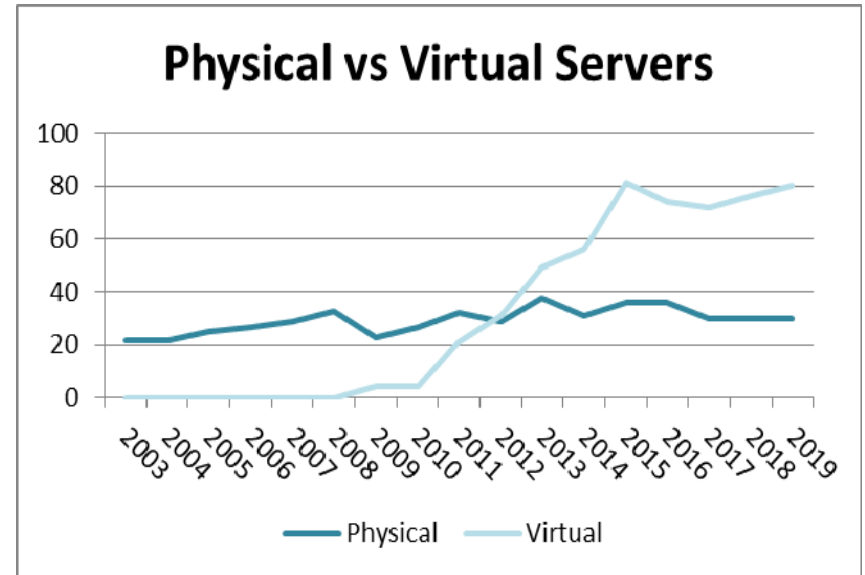
Purpose

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

Background

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

The City's dependence on its server fleet intensifies with each activity that is automated. In addition to traditional applications such as accounting, payment processing, and payroll, both staff and citizens are adopting increasingly sophisticated solutions to meet diverse needs including emergency services dispatch, mapping, work management, elections, transit, permit processing, problem reporting, security cameras, building access, pellet boilers, solar panels, voice radio control, and black/green cart management. In addition, most communications – including email, telephone, websites, and social media – are now electronic and therefore depend on increasingly powerful servers and require rapidly expanding storage space.



The increasing reliance on this infrastructure is evident in the numbers: in recent years, the City's server fleet more than tripled in size, the number of network devices increased by 450%, and data storage requirements grew by over 4000%.

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

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

Adequate server and storage resources must be in place to support the escalating demands being created as operational units increasingly turn to technology. This project will help grow this capacity in the context of these Information Technology goals:

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

It will also address several Information Technology Division objectives:

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

- Adopt increasingly stringent industry-standard security and data protection practices and procedures.

Triple Bottom Line

Social:

N/A

Economic

As with the Network Renewal and Expansion expenditures, the strategy of applying steady and ongoing investments to maintain and grow the City's server and storage network has proven to be cost-effective and operationally efficient.

Environmental:

N/A

Operational Impact

When servers are appropriately matched to the work that needs to be done and sufficient disk space is available, services can be delivered more reliably and at a lower cost than when resources must be constantly manipulated and reallocated, often in response to failures.

In 2016, insufficient storage space was available to meet client needs. Information Technology staff spent considerable time reconfiguring disk allocations and moving content around in attempts to free up sufficient storage, however it was not possible to meet all of the demands; most notably there was inadequate storage for the Public Works video documentation of the City's underground infrastructure. This type of situation prevents staff from completing their tasks and places additional pressure on Information Technology staff resources.

If this project does not proceed, the Division will not be able to replace end-of-life servers or acquire much-needed additional storage capacity. In the short term, this will negatively impact overall infrastructure performance and thus degrade service delivery to both internal and external clients, and over time it will lead to more frequent system outages and necessitate increased support efforts and costs.



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety
 Project Communication Infrastructure Renewal

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	15,780	19,730	24,660	60,170
O&M Expenses				
Total:				
IT Reserve	15,780	19,730	24,660	60,170
Formula Funding				
Grants				

Purpose

To implement regular, ongoing maintenance and enhancements of the City’s Communications Infrastructure system so that it continues to provide essential voice radio services to emergency personnel and to Public Works and Community Services staff.

Background

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

The 2017 allocation request remains modest as the equipment is still relatively new and the system is managed under a support contract with the vendor. However, beginning in 2018 it is anticipated that some of the original devices will be out of warranty and due for replacement, and that process and technology changes will create requirements for a more substantial investment to maintain the infrastructure.

The City’s voice radio system is a critical part of its infrastructure and this project will help ensure that it is properly maintained so that its maximum

life expectancy is attained. This approach is consistent with key Information Technology goals:

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

It is also consistent with achieving these Information Technology Division objectives:

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

Triple Bottom Line

Social

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

Economic

Regular, incremental investments will ensure the voice radio system continues to function optimally and will avoid the need for a premature replacement.

Environmental:

N/A

Operational Impact

A voice radio outage could severely jeopardize the safety of the City's emergency responders and its citizens. Every reasonable effort must be made to ensure uninterrupted service, including proper maintenance and incremental enhancements.

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Security Cameras

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	19,750	20,740	21,780	62,270
O&M Expenses				
Total:				
IT Reserve	19,750	20,740	21,780	62,270
Formula Funding				
Grants				

Purpose

To maintain the existing security camera deployments and their associated back-end support infrastructure.

Background

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

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

Much of the infrastructure has been in place for several years and many of the original devices – which are past their end-of-life – have failed and need to be replaced. This budget allocation is required to acquire and install these replacements. It does not allow for any expansion of the existing camera system and so will leave significant unmet needs for additional cameras, especially at the Library, Pool, Fieldhouse, Solid Waste

Facility, and Water Treatment Plant. However, given current budget challenges, priority should be given to maintaining what is already in place.

If this project does not proceed, cameras that fail will remain in place and the affected areas left without coverage.

This project helps to maintain existing security camera infrastructure relied upon by staff, citizens, and outside agencies. It does so by contributing to the following Information Technology Division goals:

- Support the efficient and effective operation of all information systems; and
- Acquire and deploy new and replacement components in a timely and cost effective manner.

It also addresses these Information Technology Division objectives:

- Maintain existing security cameras throughout the city to protect citizens, staff, and property; and
- Supply ongoing leadership to support and sustain the City’s information technology infrastructure.

Triple Bottom Line

Social

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

Economic

The City has invested considerable time and financial resources in its security camera system, and staff, citizens, and stakeholders have come to depend on it. It is more economical to deter theft, vandalism, and crime than to recover from it.

Environmental:

N/A

Operational Impact

As the existing cameras age, they are becoming less reliable and are requiring increasing amounts of Information Technology staff support to coax them into further service. When they finally cease to operate they are currently being abandoned as there are no funds to remove or replace them. However, each one that fails increases the City's risk as it means another site or location is not monitored.



CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	11,500	12,080	12,680	36,260
O&M Expenses				
Total:				
IT Reserve	11,500	12,080	12,680	36,260
Formula Funding				
Grants				

Purpose

To maintain the organization's secondary Data Centre site.

Background

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

An incremental replace-and-redeploy strategy approach was adopted to alleviate the budget impact. In 2013 physical facility preparations at the secondary site were completed, a server rack was installed, an IBM Blade Center and Storage Area Network (SAN) were deployed and configured, and the Information Technology Division began replicating some data to the site. In 2014, additional blade servers were purchased for use in the City's primary Data Centre and the replaced blades moved to the secondary site, and some networking components were upgraded to improve overall performance. In 2015, additional storage was acquired to accommodate organizational data growth. In 2016, the focus was on cleaning up legacy rack equipment and associated cabling at the secondary site, and in future years efforts will be concentrated on shifting more services to the

secondary site and fine tuning automated failover processes.

Continued, incremental enhancements of this secondary site are needed to sustain an increasingly functional off-site Data Centre capable of resuming and sustaining operations in a timely fashion. However, given current budget challenges, priority should be given to supporting what is already in place and therefore this budget allocation is sufficient to maintain, not expand, the secondary site.

This project works towards creating and maintaining a secondary site that will enable the organization to continue basic operations if functionality at the main Data Centre is interrupted for any reason.

As part of the overall Information Technology strategy, this initiative contributes to the following goals:

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

- Supply technical leadership and support for ongoing information technology projects within the civic organization.

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social

The City relies heavily on its Information Technology infrastructure and when these services are interrupted – even briefly – it severely impacts the entire organization's ability to provide services to citizens and stakeholders. Therefore it is essential that the organization maintain a secondary site that will allow it to continue basic operations in the event that functionality at the main Data Centre is compromised in any way.

Economic

Brief service interruptions created by power failures have demonstrated that without access to the City's Information Technology infrastructure, many staff members simply cannot do their jobs: productivity is negatively impacted, services cannot be delivered, and money cannot be collected. If Data Centre issues cause prolonged outages, these impacts will be exponentially greater.

Environmental:

N/A

Operational Impact

The maintenance-only approach reflected in this budget allocation can only be sustained for the short term. If incremental updates and enhancements are not resumed soon so that the secondary site keeps pace with the primary site, the City may have to return to the single Data Centre

model. This would leave the City in a very vulnerable position should anything prevent normal operations within the sole Centre.



CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
Project Virtualization

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	26,250	27,560	28,940	82,750
O&M Expenses				
Total:				
IT Reserve	26,250	27,560	28,940	82,750
Formula Funding				
Grants				

Purpose

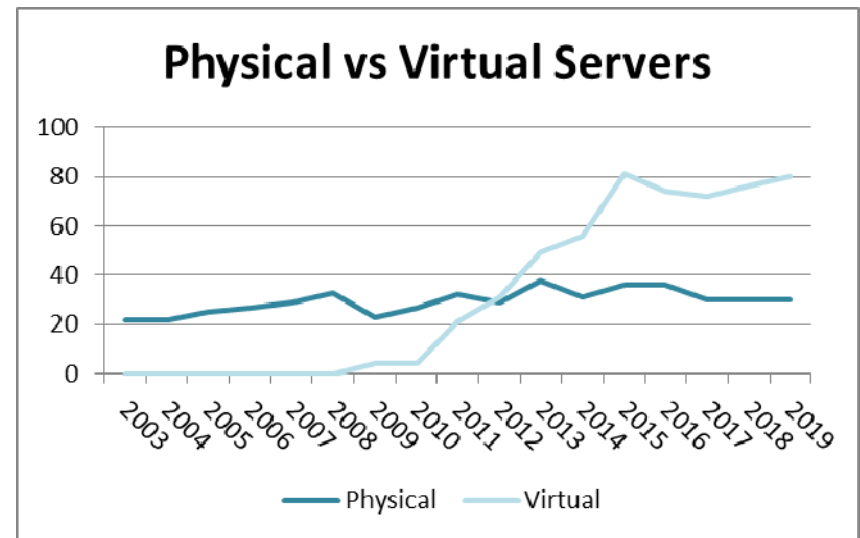
To sustain the City's virtual environment.

Background

The Information Technology Division implemented server virtualization several years ago. This technique essentially partitions one physical server into several virtual servers, so instead of buying and maintaining several small servers, funds are invested in acquiring and supporting large, powerful units that are allocated and re-allocated as requirements dictate. One large server takes up less space than that required for multiple smaller devices and typically consumes less energy and produces less heat, which in turn requires less air conditioning. The concept is somewhat analogous to an apartment-style condominium complex: multiple families can live in less overall space than would be required to house them in detached homes, and cost savings can be realized because they share the roof and external walls, and possibly infrastructure such as heat, water, or air conditioning.

Initially, virtualization was implemented at the City using the Citrix family of products as they were best suited to the organization's requirements. When changes in licensing, technology and the software market made this environment increasingly difficult and costly to manage and maintain, the Information Technology Division researched possible alternatives and confirmed that the VMware environment, which had emerged as the industry leader for virtualization and become the standard for business

worldwide, would be a good fit. Work to move the City to VMware began in 2015 and was completed in 2016. Now it is important that this environment be maintained.



CAPITAL FUND - 2017 Capital Projects

The 2017 expenditure will be the first of a recurring investment in the virtualized environment, recognizing the value of ongoing, planned, incremental expenditures to protect the City's Information Technology infrastructure. The initiative will contribute to the following Information Technology Division goals:

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

It will also work towards these Information Technology Division objectives:

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

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

Triple Bottom Line

Social:

N/A

Economic

A fully-implemented virtualization paradigm costs less to operate, maintain, and support than a stand-alone server environment thus resulting in cost savings to the organization. It enables the Information Division to meet the organization's burgeoning application requirements with fewer physical devices than under traditional approaches, thus conserving scarce Data Centre space, reducing electricity use, and generating less heat. It also provides a way to centrally serve up applications used throughout the organization, which streamline deployments and upgrades

as the installations only need to be done once on the central server, instead of multiple times on individual workstations and laptops. This creates efficiencies for the Information Technology Division because the work is only done once, and improves services to clients because they are not interrupted while software is installed on their computers. The technology also allows infrequently-used programs to be shared from a single location thereby enabling the Information Technology Division to meet sporadic requirements throughout the organization without purchasing licenses that would be rarely used or performing numerous installs and uninstalls to meet migrating needs.

Environmental

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

Operational Impacts

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



CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	11,070	11,620	12,200	34,890
O&M Expenses				
Total:				
IT Reserve	11,070	11,620	12,200	34,890
Formula Funding				
Grants				

Purpose

To continue to maintain the organization’s electronic door access controls.

Background

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

The success of the initial implementations created client demand for additional controls, most notably at the Library, Fire Hall, and City Hall. However, given the current budget challenges the immediate focus is on maintaining the existing infrastructure and therefore this allocation will suffice to maintain the controls that are already in place, and will not be adequate to expand the services.

This project helps protect the City’s buildings and facilities, as well as employee and citizen safety. The Information Technology Division’s role in

supporting the backend components is consistent with its goals:

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

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social

The City has a civic obligation to keep its buildings and facilities secure, to protect its staff members who work in them, and to provide safe environments for citizens who utilize the programs and services within them. Electronic door access controls provide a cost-effective mechanism that helps achieve this security.

Economic

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

Environmental:

N/A

Operational Impact

In the short term, this project will maintain the controls that are already in place. In the future it will be beneficial to deploy controls on additional doors in more facilities, as the system has proven to simplify access for City staff (especially those who require access to numerous areas at several sites), streamline the management of that access, and improve building security.



CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Multi-function Devices and Printers

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	50,650	53,180	55,840	159,670
O&M Expenses				
Total:				
IT Reserve	50,650	53,180	55,840	159,670
Formula Funding				
Grants				

Purpose

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

Background

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

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

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

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

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

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

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

This project helps to ensure that the necessary printing, scanning, and copying services are in place throughout the organization. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and pro-

- active in anticipation of future requirements;
- Support the efficient and effective operation of all information systems; and
- Supply technical leadership and support for ongoing information technology projects within the civic organization.

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social:

N/A

Economic

Properly matching equipment capabilities with service requirements helps ensure that needs are met in a cost-effective manner. For example, if a functional unit routinely produces a large volume of black and white copies, it is beneficial to invest in higher-priced, but lower cost-per-page device at that location. Conversely, if an area only occasionally produces color output, a lower-end, lower-capacity printer may suffice.

Environmental

Although printing and copying are not innately environmentally-friendly, this initiative has proven that there are ways to reduce the impact. To date, centralizing print, scan, and copy functionality has reduced the overall number of devices in use throughout the organization; eliminating old-

er units that required a high power draw has reduced the City's electricity consumption; and scanning documents and storing and distributing them electronically has reduced paper usage and storage needs.

Operational Impact

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Corporate Services / Information Technology
Project Mapping: Data Collection and Verification

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	17,960		19,050	37,010
O&M Expenses				
Total:				
IT Reserve	17,960		19,050	37,010
Formula Funding				
Grants				

Purpose

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

Background

Staff, citizens, and stakeholders rely on the City's spatial datasets for decision making purposes, and it is important that they be current and accurate. However, several datasets within the City's spatial database are out of date. For example, buildings, street signs, trail markers, trash cans, recycling bins, outdoor furniture, and park structures throughout the City have all changed considerably since the existing data was collected.

While important, collecting current data for these types of items is also time consuming and largely repetitive work. For example, when data about the City's 751 parking meters was updated in 2016, it took over a week of staff time to collect it. Other datasets are even larger; for example street signs were last updated in 2008 and there now are more than 2,000 of them and information for the over 6,000 buildings was last gathered in 2012. Assuming a modest five minutes per point, this translates into almost 90 days of work for just these two datasets.

The straightforward yet repetitive nature of this data gathering task makes it ideally suited to a summer student, particularly one who is studying in the Geographic Information Systems field. Therefore it is recom-

mended that a summer student be hired in 2017, and again in 2019, to capture current data and to update the spatial database. This will free up City staff to provide day-to-day mapping services and to pursue larger scale projects.

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

As with all Information Technology projects, this initiative contributes to a consistent set of goals, including:

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

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social

Hiring a Summer Student to gather this data provides a unique opportunity for that individual in that it affords them an opportunity to work in their area of study and to gain exposure to real-world implementations of the theoretical knowledge they gain from an academic environment.

Economic

It is more cost-effective to hire a student to perform this largely repetitive work than it is to dedicate a permanent staff member to the tasks. It also frees up the staff member to perform more complicated or challenging work, thus improving the overall level of service provided by the Division.

Environmental:

N/A

Operational Impact

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Corporate Services
 Project Stanton Equipment Relocation

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	50,000	100,000		150,000
O&M Expenses				
Total:				
IT Reserve	50,000	100,000		150,000
Formula Funding				
Grants				

Purpose

To facilitate the relocation of existing Information Technology and Communications Infrastructure equipment from the Stanton Territorial Hospital to the new hospital building.

Background

The City has a long-standing agreement with Stanton management that has enabled it to locate key pieces of infrastructure within the hospital penthouse and on the building roof. It began with voice radio equipment, and gradually expanded to include some wireless Information Technology infrastructure devices and, most significantly, the City's new Communication Infrastructure system that provides radio services to emergency personnel.

Once the new building is complete, the City's radio and communication equipment must be transferred to it. An equipment room is being readied for this purpose, and Information Technology staff members have worked closely with the project engineers and the City's radio consultant to identify requirements. The initial budget allocation estimate is based on the outcomes of this very preliminary work. However, at this point insufficient details are available to determine the specific timing and logistics of the move. Therefore it is recommended that funding be set aside in each of 2017 and 2018 in recognition of the need to facilitate this effort. It is anticipated that the 2017 money will be needed for consultations with the

City's radio vendor and radio consultant to plan the move, and that the 2018 money will go towards making any necessary accommodations in the new equipment room and moving the equipment into it. As construction proceeds and more details become available, these estimates will be refined.

Triple Bottom Line

This project is necessary for continued operation of the City's communication and wireless infrastructure. There is no other suitable site within the City to locate the equipment, and it is critical to the delivery of emergency voice radio communications and many other city services.

Social

Public Safety personnel rely heavily on the communications infrastructure system for routine day-to-day interactions as well as critical emergency communications. Jeopardizing it will also jeopardize citizen and community safety.

Economic:

N/A

Environmental:

N/A

Operational Impact

The relocation must be planned and staged to minimize interruptions in service delivery.



CAPITAL FUND - 2017 Capital Projects

Department/Division **Corporate Services / Taxation, Budgeting and Evaluation**
Project **Budget Management**

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	133,820			133,820
O&M Expenses				
Total:				
IT Reserve	133,820			133,820
Formula Funding				
Grants				

Purpose

To provide appropriate tools and redefine processes to streamline the budget preparation effort.

Background

The City's current budget process is an onerous undertaking, relying heavily on spreadsheets and desktop publishing applications. Recent advances in the software market make this an opportune time to reassess the City's approach and to adopt tools that will streamline and simplify the collection of information, the review process, and the actual document preparation.

In 2014 an ad-hoc committee investigated potential solutions and confirmed that there are at least two products that will meet the City's requirements, from both procedural and technical perspectives. It is anticipated that a competitive process will be conducted in early 2017 to identify the best solution for the organization, with acquisition and implementation to follow soon after to ensure the new processes and tools are in place for the 2018 budget cycle.

Triple Bottom Line

This project will provide efficiencies throughout the organization. The new tools will make it easier for contributors to prepare submissions, for reviewers to complete evaluations, and for administrative staff to compile the final product.

Social:

N/A

Economic

The first budget cycle may be challenging as contributors throughout the organization will have to adapt to the new tools, as will reviewers and the staff who prepare the final document. However, as clients become more comfortable with them, efficiencies will be experienced on several levels. For example, many submissions are similar year-over-year and the new tools will facilitate building a submission on a prior year's plan. The tools automatically roll up values based on various criteria, eliminating the need to manually compile the various summaries required at different levels in the organization. As well, ending the current practice of creating multiple copies of spreadsheets and write-ups will significantly reduce inconsistencies and errors.

Environmental:

N/A

Operational Impacts

Simplifying and streamlining the annual budget process will reduce the amount of time contributors, reviewers, and administrative staff members spend on the manual, mechanical tasks. This will enable them to spend more time gathering data, consulting with stakeholders, and analysing information.

CAPITAL FUND - 2017 Capital Projects

Department/Division Community Services / Corporate Services
 Project Class / Active Net Replacement

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	147,180			147,180
O&M Expenses				
Total:				
IT Reserve	147,180			147,180
Formula Funding				
Grants				

Purpose

To replace the deprecated Class / Active Net application with a suitable solution to meet the City's program registration, facility booking, point of sale, and payment processing requirements.

Background

In 2003, the City implemented the Class application to meet program registration, facility booking, point of sale, payment processing, and interactive voice response service needs. It has been a solid solution and is integrated into the City's financial, municipal, and permitting programs. However, the vendor has announced a product sunset (phase out) date of November 30, 2017, and therefore the City must move to select and implement a new solution prior to this date.

An ad-hoc committee has researched alternatives and confirmed that suitable replacements are available in the current software market. A competitive procurement process will be launched in early 2017 to ensure the best solution for the City is identified, and then the acquisition, deployment, and training phases will be addressed along an aggressive timeline in an effort to reduce the amount of time the organization is reliant on a non-supported product.

Triple Bottom Line

This project will provide City staff with an appropriate software solution for managing its program registration and facility booking services and for accepting and processing all types of payments. It is consistent with the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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

Social

A significant portion of the population benefits from the Programs offered by the City, and from using the various civic facilities. Without a suitable



software tool to manage program registration and facility bookings, the City will not be able to sustain its offerings.

Economic

Most of the City's revenues – including property tax and utility bill payments, program registration and facility booking fees, business license and animal licence fees, and parking ticket payments – are processed through the Class Point of Sale system. Without a functional replacement, the City's ability to accept money will be severely limited.

Environmental:

N/A

Operational Impact

This project should not impact the O&M budget as it is anticipated that annual software maintenance costs will be comparable to those of the existing application.

If the current application is not replaced, it will be increasingly difficult to maintain its functionality as vendor support will no longer be available (the City has already had to retire the Interactive Voice Response service due to the vendor's inability to support it). Furthermore, as the vendor will not be releasing any further upgrades or patches for the software, continued use places the City at risk for security breaches, particularly within the online portion of the system.

CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Community Services							
Directorate							
Replace Cigarette Butt Receptacles in Downtown	-	-	-	-	10	-	-
Accessibility Audit	-	-	-	-	55	-	-
	-	-	-	-	65	-	-
Arenas							
YKCA Ice Plant Replacement & Heat Recovery Installation	1,200	2,024	-	-	-	-	-
YKCA Upgrades -Wiring	20	20	-	-	-	-	-
YKCA Upgrade	-	-	-	42	-	-	-
Painting /Re-surfacing DND GYM	-	-	-	-	-	40	-
Climbing Wall at the Fieldhouse					160		
Fieldhouse Track Access Door	-	-	-	-	-	90	-
Fieldhouse - Floor Cover	-	-	-	-	-	-	160
	1,220	2,044	-	42	160	130	160
Library							
Washroom Development	-	-	57	57	-	-	-

(cont'd ...)



CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Community Services (cont'd)							
Parks/Trails							
Lakeview Cemetery Expansion/Irrigation	-	3	105	105	105	-	-
Playground Equipment Replacement	-	30	60	60	-	-	-
Moyles Park - Multi-use Sport Pad	-	-	-	-	-	-	30
Ball Diamonds Upgrade	-	-	-	-	-	45	-
Sport & Multi-use Fields Upgrade	-	3	-	4	-	-	-
Trail Development - Tin Can Hill	-	9	-	-	-	-	-
Yellowknife Rotary Park - Trail Extension	20	16	20	27	20	20	20
Re-surfacing of McMahon Frame Lake Trail	-	-	-	-	200	-	-
Surfacing of Niven Lake Trail	-	-	-	-	-	-	210
Twin Pine Hill Trail Development	-	13	-	-	-	-	-
Tommy Forrest Ball Park	60	60	-	-	-	-	-
Park Development - Block 501	-	-	-	-	-	-	80
Trash Containers & Butt Canisters	-	20	-	-	-	-	-
Outdoor Recreation Facility	-	-	-	-	-	3,393	1,700
Re-surfacing of Tennis Courts	-	-	-	-	137	-	-
Rental Equipment	-	-	-	-	-	43	20
Somba K'e Park - Public Water Fountain	-	-	-	-	-	10	-
Mountain Bike Trail	-	-	-	-	-	20	20
"United in Celebration" Sculpture Painting	45	-	-	-	-	-	-
	125	154	185	196	462	3,531	2,080

(cont'd ...)

CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Pool							
Aquatic Centre Development						75	4,500
Pool Upgrade	100	152	-	14	-	250	20
	100	152	-	14	-	325	4,520
City Hall							
Upgrades	-	46	50	50	-	-	-
	-	46	50	50	-	-	-
Total	1,445	2,396	292	359	687	3,986	6,760



CAPITAL FUND - 2017 Capital Projects

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)	Other Revenue (\$000s)	Grants (\$000s)
Community Services	Page				
Directorate					
Replace Cigarette Butt Receptacles in Downtown	168	10	10		
Accessibility Audit	169	55	55		
Arenas					
Climbing Wall at the Fieldhouse	170	160	160		
Parks/Trails					
Lakeview Cemetery Expansion	172	105	105		
Yellowknife Rotary Park -Trail Extension	174	20	20		
Re-surfacing of McMahon Frame Lake Trail	175	200	50		150
Re-surfacing of Tennis Courts	176	137	37	20	80
Subtotal		687	437	20	230

CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
Project Cigarette Butt Containers in Downtown

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	10,000			10,000
O&M Expenses				
Total:				
Formula Funding	10,000			10,000
Grants				

Purpose

To replace and enhance the current inventory of cigarette butt containers in the City Core and City Hall grounds.

Background

In 2009 the department placed 24 butt containers in the City Core and around City Hall. Since that time many of the containers have been vandalized beyond repair and it is time to replace them with a newer more durable model.

It is proposed to purchase 30 containers for the enhancement and replacement the current inventory.

Triple Bottom Line

Social

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

Economic

The management of corporate assets is optimized.

Environmental

By managing our assets properly we will be able to optimize their use and longevity.

Operational Impact

There will no operational impact.



CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Accessibility Audit - City Facilities and Infrastructure

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	55,000			55,000
O&M Expenses				
Total:				
Formula Funding	55,000			55,000
Grants				

Purpose

To engage the services of a qualified service provider to carry out an accessibility audit of City facilities and infrastructure. Public City facilities such as the Library, Multiplex, Ruth Inch Memorial Pool, Fieldhouse, Bailing Facility, playgrounds, parks, sidewalks etc. will be considered under such an audit.

Background

City Council has requested that an accessibility audit of City facilities and infrastructure be included for discussion in the 2017 budget.

Triple Bottom Line

Social

Creating an inclusive City. The City of Yellowknife values and promotes independence and is a vital partner in creating an inclusive city where all residents have the opportunity to take an active part in the social, economic and cultural life of the community.

Economic

Promoting an environment conducive to attracting, retaining and nurturing business.

Environmental

N/A

Operational Impact

Following the conclusion of the audit there may be some ongoing operational costs as well as other capital projects that may be identified.

CAPITAL FUND - 2017 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Climbing Wall at the Fieldhouse

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	160,000			160,000
O&M Expenses	20,000	21,000	22,050	63,050
Total:				
Formula Funding	160,000			160,000

Purpose

City Council has received a presentation from the Yellowknife Climbing Club for the addition of a climbing wall in the Yellowknife Fieldhouse. At the Municipal Services Committee held September 12, 2016, Committee recommended that Administration bring forward the project in the 2017 Capital Budget for consideration by Council.

Background

City staff has met with members of the Club over the past several years to discuss the possibility of partnering on the development of a climbing wall in a City facility. Subsequent to this, the Club has made a presentation to Council outlining their proposal to partner with the City in the development of the project in the Fieldhouse facility.

Through participating in several discussions with the Club, they were informed that a climbing wall must meet certain conditions of the City, such as not interfering with traffic patterns, blocking any existing internal and external glazing, minimize any additional costs to the City, and most importantly that Council will decide if the project is to receive support through the budget process.

In the presentation to Council the budget request for the project was identified at \$185,050. Additional costs to address the required changes

to the existing facility - including the relocation of desk and playground door - increase the project budget to \$212,050. The City will finance \$160,000 and Yellowknife Climbing Club will finance the balance.

The operation of the climbing wall has been discussed in broad terms only. Following the completion of the climbing wall the City would become the owner and operator. Access will be restricted to appropriate pass holders who have been properly trained to utilize the apparatus. The City would be in a position to contract/hire Club members to offer climbing programs and assist with any certification that will be required.

Triple Bottom Line

Social

The City of Yellowknife values and promotes independence and is a vital partner in creating an inclusive city where all residents have the opportunity to take an active part in the social, economic and cultural life of the community.

Economic

The City of Yellowknife ensures its long term economic development and fiscal health by managing its assets wisely and strategically investing in infrastructure to optimize function and service.



Environmental

N/A

Operational Impact

It is anticipated that the current staff resources will be sufficient to address the ongoing maintenance. Additional funding in the amount of \$20,000 annually will be required for structural maintenance and staff training.

It is anticipated that the addition of a climbing wall to a City facility will increase the usage of the facility and increase revenues through membership sales, climbing programs etc.

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	105,000			105,000
O&M Expenses				
Total:				
Formula Funding	105,000			105,000
Grants				

Purpose

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

Background

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

In 2015 a Lakeview Cemetery Expansion study was completed by Hilton Landmarks Inc. The study recommended that the City expand the cemetery in two phases as illustrated below. In 2017, the first phase of expansion will occur in Area 1 (see map below). This will cover an area of 1.1 acres of an area of 2.3 acres and allow for 850+ casket lots. Area 1 will provide up to 75+ years of casket burials for the community when completed and 1725+ casket lots.

Expansion into Area 1 will cost \$210,000 of which \$105,000 is budgeted for 2017. Area 2 will cover 2.11 acres of developable land, but at a cost of \$1,317,165 and will provide for 1,660 in ground burials. This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function and service.

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

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





Proposed areas for Lakeview Cemetery expansion

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	20,000	20,000	20,000	60,000
O&M				
Other O&M Expenses				
Total:				
Formula Funding	20,000	20,000	20,000	60,000
Grants				

Purpose

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

Background

In 2003, the Yellowknife Rotary Club and the City collaborated to build the Yellowknife Rotary Centennial Waterfront Park, off School Draw Avenue. In 2005, a picnic shelter was completed and the boardwalk expanded. In 2006, a bandstand was added to the park, and, in 2008, a further extension to the boardwalk was completed. In 2010, the walkway in the park was paved and a ramp installed to increase accessibility. From 2010 through to 2016 the Rotary Club has continued to expand the walkway which now covers approximately 340 meters.

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

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

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Community Services
 Project Re-surfacing of McMahon Frame Lake Trail

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	200,000			200,000
O&M Expenses				
Total:				
Formula Funding	50,000			50,000
Grants (CanNor)	150,000			150,000

Purpose

This project will widen and re-surface the McMahon Frame Lake Trail thus enhancing its ability to be used as a multi-use trail and bike route while at the same time minimizing pedestrian issues.

Background

The Frame Lake trail is 7.2 km in length of which 2 km is paved. It is proposed to widen this trail from two to three metres and asphalt it, thus making the trail more adaptable and safer as a multi-use trail. A dividing line will be added to the surface, thus increasing safety. The cost to prepare, widen, and pave the trail is \$200,000 (\$100 per square metre x 2,000 metres).

This is the main commuter trail for the residents of Yellowknife. Widening and resurfacing the trail would not only enhance its ability to be used as a multi-use trail and bike route, it would also minimize pedestrian issues and provide a safe environment on the trail. This will lead to increased use which will lead to a more active and healthy community.

Feedback was received during the consultation process from council and the public regarding the widening of the trail. This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function and service.

Triple Bottom Line

Social

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

Economic

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

Environmental

The City strives to maintain high quality trails which will remain accessible for all and will incur alternate modes of transportation.

Operational Impact

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

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	137,000			137,000
O&M Expenses				
Total:	137,000			137,000
Formula Funding	37,000			37,000
Grants	80,000			80,000
Yellowknife Tennis Club Contribution	20,000			20,000

Purpose

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

Background

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

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

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

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

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

There will be no operational impact.





Example of existing tennis court surface condition

CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Public Safety							
Directorate							
Wildland Fire Mitigation -Emergency Measures	100	86	125	139	125	125	150
Municipal Enforcement							
Communication Equipment Replacement	-	64	-	21	-	-	-
New Parking Meters	92	88	92	92	-	-	-
Radar Equipment Replacement	5	5	10	10	5	-	-
	197	243	227	262	130	125	150
Fire & Ambulance							
Air Conditioning for Fire Hall	60	60	-	-	-	-	-
Aggressor Jackets	40	-	-	40	-	-	-
Repairs to Air Make-up System	20	-	-	19	-	-	-
Fire Division Master Plan	-	-	110	110	-	-	-
Fire Extinguisher Trainer	-	-	-	-	-	12	-
Paving and Foundation Repairs	-	-	80	80	30	-	-
Fire Safety Helmets	-	-	-	-	12	9	9
Portable Radios	-	-	-	-	132	141	-
Bunker Gear	-	-	-	29	20	10	10
Additional Firefighter Outfitting Costs	-	-	-	-	40	-	-
Automatic External Defibrillators	-	-	-	-	105	-	-
Fire Hall Emergency Generator	-	-	-	-	100	-	-
Powered Receptacles for Parking	-	-	-	-	-	-	25
Front Ramps and Site Improvement	-	47	-	3	-	-	-
Emergency Medical Services Training Manikin	-	-	-	-	-	115	-
Propane-Fueled Fire Trainer	-	-	-	-	-	90	-
Training Gallery	-	-	-	-	-	-	40
BullsEye Digital Fire Trainer	-	-	-	-	-	-	28
FDM Software (Apparatus Maintenance Module)	-	20	-	-	-	-	-
	120	127	190	281	439	377	112



CAPITAL FUND - 2017 Capital Projects

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)
Public Safety	Page		
Directorate			
Wildland Fire Mitigation -Emergency Measures	180	125	125
Municipal Enforcement			
Radar Equipment Replacement	182	5	5
		130	130
Fire & Ambulance			
Paving and Foundation Repairs	184	30	30
Fire Safety Helmets	185	12	12
Portable Radios	186	132	132
Bunker Gear	187	20	20
Additional Firefighter Outfitting Cost	188	40	40
Automatic External Defibrillators	189	105	105
Fire Hall Emergency Generator	190	100	100
		439	439
Subtotal		569	569

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total
Capital Cost	118,000	110,000	135,000	363,000
O&M Expenses	7,000	15,000	15,000	37,000
Total:	125,000	125,000	150,000	400,000
Formula Funding	125,000	125,000	150,000	400,000
Grants				

Purpose

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

Background

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

The 2014 and 2015 forest (or wildland) fire seasons in the Northwest Territories (NWT) were the worst ever recorded in the territory. The 2016 fire season was difficult elsewhere in Canada (northern British Columbia and northern Alberta) as well, and new climate models indicate low water levels and minimal precipitation in the years to come in the NWT. Wildland (forest) fires are often large and difficult to control or subdue; therefore, work that reduces the risks from wildland fire is important to ensure the safety of our residents.

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

Work in 2017 will provide for the following:

1. A review of the number of emergency structure protection kits, forestry hoses and pumps, as suggested by officials from ENR, to determine if more kits or equipment are required. Each structural protection kit includes hoses, connections and sprinklers that could be deployed in neighbourhoods threatened by approaching wildland fires (multiple neighbourhoods facing the south); and
2. Brush-clearing in specific areas of the city as part of an overall “fire-smarting” project - For more information on fire-smarting, visit; www.firesmartcanada.ca. In 2016, no new specialized equipment was needed for the areas where work was completed. In 2017 and beyond, however, City crews will continue to review equipment requirements to assist with work.

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



Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

As stated earlier, the strategic investment in infrastructure will allow emergency responders to better assess, handle and control a potential wildland fire approaching the City. Staff from Community Services has performed the majority of the work in 2016, with input from Public Safety and Planning and Development. This will continue in 2017 and, depending on resources, the City may employ outside contractors to assist in the work. Brush that has been cleared will be used in other City operations, if possible.

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	5,000			5,000
O&M Expenses				
Total:	5,000			5,000
Formula Funding	5,000			5,000
Grants				

Purpose

To complete the purchase of new radar equipment (two were purchased in 2016, the final unit to be purchased in 2017) for Municipal Enforcement Vehicles to allow the continued enforcement of speed limits within the City of Yellowknife.

Background

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

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

Radar technology has advanced since these older radar units were purchased. The existing units require officers to toggle back and forth from the front and rear radar antennas, depending on where an offending vehicle is in relation to the patrol vehicle. Newer units display speeds from both antennas at the same time, allowing an officer to focus more on the road. When new radar units are purchased, the old units will be kept for use as backup when a unit is out for service, ensuring uninterrupted radar enforcement. This will complete the purchase of the fleet's radar equipment.

Triple Bottom Line

Social

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

Economic

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



Environmental

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

Operational Impact

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

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	30,000			30,000
O&M Expenses				
Total:	30,000			30,000
Formula Funding	30,000			30,000
Grants				

Purpose

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

Background

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

In 2016, this project was brought forward and it was requested that a structural engineer review the foundation and report back. That report was completed and noted that the initial budget of \$80,000 (including the structural engineer's report) would require an additional funding in the amount of approximately \$30,000.

Triple Bottom Line

Social

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

Economic

This project is a strategic investment in Yellowknife's only fire hall and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

Aging infrastructure costs have a higher operational cost over time. This project may have a minimal impact if Public Works could assist with the scheduling of this work in conjunction with other paving work in the area (to help offset costs).



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Fire Safety Helmets

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	12,000	9,000	9,000	30,000
O&M Expenses				
Total:	12,000	9,000	9,000	30,000
Formula Funding	12,000	9,000	9,000	30,000
Grants				

Purpose

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

Background

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

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

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife’s fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

The YKFD has an O&M budget to maintain protective gear, however, it is not enough to replace all outdated bunker gear, helmets, gloves, and do any necessary repairs or servicing.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Portable Radios

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	132,100	141,000		273,100
O&M Expenses				
Total:	132,100	141,000		273,100
Formula Funding	132,100	141,000		273,100
Grants				

Purpose

To replace outdated radios that have reached the end of their useful life cycle and will not have parts or servicing available beyond 2017.

Background

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

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

The current radios are near the end of their serviceable life and will no longer have replacement parts sometime in 2017, making them extremely difficult to repair in the event that they become damaged or no longer work. The budget was determined to replace half of the radios required by YKFD in the 2017 fiscal year and then replace the remaining radios in 2018, to complete the project.

Triple Bottom Line

Social

The improvements to the communications required on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impacts

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Bunker Gear

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	20,000	10,000	10,000	40,000
O&M Expenses				
Total:	20,000	10,000	10,000	40,000
Formula Funding	20,000	10,000	10,000	40,000
Grants				

Purpose

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

Background

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

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

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife’s fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

The YKFD has an O&M budget to maintain protective gear, however, it is not enough to replace all outdated bunker gear, helmets, gloves, and do any necessary repairs or servicing.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
Project Additional Fire Fighters – Outfitting Costs

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	40,000			40,000
O&M Expenses				
Total:	40,000			40,000
Formula Funding	40,000			40,000
Grants				

Purpose

The Yellowknife Fire Division (YKFD) in 2017 will hire four (4) additional fire fighters July. All gear, clothing and equipment will need to meet requirements set out in the National Fire Protection Association (NFPA) guidelines.

Background

During the 2017 budget deliberations, Council recommended that the City of Yellowknife Fire Division (YKFD) hire an additional four (4) fire fighters for July of 2017. The additional personnel will require additional equipment that was not previously budgeted towards. Therefore, Council requested that these costs be included as a separate budget item.

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

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

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



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Automatic External Defibrillators (AED's)

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	105,000			105,000
O&M Expenses				
Total:	105,000			105,000
Formula Funding	105,000			105,000
Grants				

Purpose

To replace outdated automatic external defibrillators found in the City of Yellowknife Fire Division (YKFD) ambulances.

Background

The current automatic external defibrillators (AED's) are outdated and parts have become difficult to locate when repairs are needed. The YKFD has already experienced frequent breakdowns or battery issues on 3 of the 4 AED's that are used within the fleet. There is one AED per ambulance and one AED for the rescue truck.

These are not pieces of equipment that get replaced when they break down; they need to be replaced before anticipated failures. The current AED's with the ambulance fleet are used 3 to 4 times per day, often when a patient complains of chest pains as the AED's allow for the monitoring of vital signs for the patient.

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

The YKFD does have an O&M budget to maintain medical supplies, thus the purchase of new AED's will not affect that budget area.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Fire Hall Emergency Generator

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	100,000			100,000
O&M Expenses				
Total:	100,000			100,000
Formula Funding	100,000			100,000
Grants				

Purpose

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

Background

When the City of Yellowknife fire hall was built in 1990 it had an emergency stand-by generator installed to ensure there was power for our emergency responders. The generator has worked beyond its useful age and the City's mechanics and private contractors (called in to attempt repairs) recommend that it should be replaced.

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

Triple Bottom Line

Social

The improvements to equipment used within the fire hall will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community. Further, this will ensure the YKFD can meet the public expectations of the City's mandates, as the

fire hall is the back-up "Emergency Operations Centre" and the emergency generator ensures that this contingency plan works.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

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



CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Planning & Development							
Housing & Affordability Strategy/ Eco Housing	-	21	-	10	-	-	-
50th Street Revitalization & Business Incubation	-	175	-	13	-	-	-
School Draw Parking Lot Improvements					250		
50 th Street Revitalization	-	-	-	-	75	-	1,900
Harbour Plan & Smart Growth Improvements	350	194	-	159	-	-	-
Streetscaping Initiatives	250	250	-	394	-	-	-
	600	640	-	576	325	-	1,900

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)	Downtown Development Reserve (\$000s)
Planning & Development	Page			
School Draw Parking Lot Improvements	192	250	250	
Downtown Multi-Purpose Building Study	194	75	-	75
Subtotal		325	250	75

(cont'd...)

CAPITAL FUND - 2017 Capital Projects

Department/Division Planning and Development
 Project School Draw Parking Lot Improvements

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	250,000			250,000
O&M Expenses	15,000	15,000	15,000	45,000
Total:	265,000	15,000	15,000	295,000
Formula Funding	250,000			250,000
Grants				

Purpose

To complete improvements to the parking lot on the corner of School Draw Avenue and Franklin Avenue.

Background

In May 2016, a public meeting was held to discuss details of the 2016 Paving Program, specifically regarding the Franklin Avenue portion of the capital work. During the discussions it became prevalent that the City should investigate options to upgrade the School Draw Parking Lot to accommodate parking demands in the Old Town area. Because parking has been removed from Franklin Avenue this further exacerbates the need for enhanced parking at other locations such as the School Draw corner.

The approximate area of the parking lot is 5000 square meters. It also serves as a parking and loading area for Lift Station #1, as well as a recycling depot location and parking for the community/public garden as can be seen in the attached photo.

The proposed budget is for grading, rearrangement, and asphalt surfacing of the entire site. It would also include increased signage and advertising of this lot as a public parking area. This scope of work can be altered to reduce the budget allocation; with the understanding this will impact the final product.

Triple Bottom Line

Social

This project will further help delineate this public parking area and help to address some of the parking demands in the Old Town neighbourhood.

Economic

The economic benefits of this project are minimal but would be reflected in increased use of the Old Town neighbourhood, which includes several businesses. The City could potentially look into leasing permanent parking stalls for boat trailers and overnight/weekend parking, but is not the recommendation of the capital write up.

Environmental

This project would help to reduce dust and debris in the area, and rearrangement would promote a more efficient use of the land.

Operational Impact



The annual snow removal costs for the YK Arena parking lot are approximately \$15,000 which includes equipment, labour and materials. This area would be similar in size and would require the same effort should this level of service be required. Alternatively, it can be graded and maintained as/when needed which would lower the frequency of snow removal activities.



Photo: School Draw Parking Lot aerial photo.

CAPITAL FUND - 2017 Capital Projects

Department/Division Planning and Development
 Project Downtown Multi-Purpose Building Study

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	75,000			75,000
O&M Expenses				
Total:				
Formula Funding				
Downtown Development Reserve	75,000			75,000

Purpose

This project has been requested by Council with the goal of advancing the Downtown revitalization strategy.

Background

Realizing Council's vision of revitalizing the Downtown requires a committed effort including coordinated capital investment. In May of 2016 the final report - "50th Street/50th Avenue Revitalization Report" was submitted by Taylor Architecture Group and Picea Landscape Architecture to Administration. Council decided to defer consideration of this report and Planning and Development's recommendations until they established goals, objectives and an overarching vision for the Downtown.

The draft report incorporates broad concepts and options for an integrated Library and Cultural Centre within the heart of the Downtown on either the 50/50 Lot or the three City owned lots on the Gold Range side of the street. This report includes estimated square footage of the proposed uses as well as the Class "D" estimated costs.

The Multipurpose Building Study will go into more detail in exploring options for an integrated civic facility that can host uses such as the library, cultural centre, and other commercial institutional uses within the Down-

town. It will do so by engaging various user groups and municipal Departments with clear direction and vision from Council.

Triple Bottom Line

The project aligns with a number of plans including the Smart Growth Development Plan, the General Plan, Economic Development Strategy, and the Tourism Development Strategy.

Social

Investment in the Downtown is required to improve quality of life, pride, and cultural identity. The initiative advances work to creating a safer and healthier neighbourhood for all residents by diversifying the land use mix and promoting active transportation. The project creates the opportunity for ongoing community partnerships and cooperation between business, non-governmental organizations and other levels of government. This private/public space balance in the heart of the City is vital to Yellowknife's character, identity, and cultural diversity. Without it the benefits of the social contract and broader public good are diminished along with the hope of improving the associated issues of homelessness and addictions.



Economic

Downtown investment is a “smart” allocation of capital, as development in this area generates the highest tax revenues for the City while minimizing the infrastructure deficit. The proposed study aims to revitalize the core by encouraging business investment, tourism, and a “sense of place”. Numerous buildings in the area (on 50th and 51st Street) are in significant decline and the trend of vacancies projected five years ago continues, suggesting further redevelopment is imminent.

Environmental

A compact City with a mix of land uses increases active modes of transportation and reduces the number of motorized trips people take. The location of such a facility in the heart of the Downtown will serve to revitalize the core, promote mixed use development, and encourage active transportation.

Operational Impact

While the proposed study will rely on consultants to do the majority of work it will require time investment by Planning and Development staff as well as the time of other Departments for their involvement. There will be no increase or decrease to the O&M budget for this project.

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CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Public Works & Engineering							
Fleet Replacement	1,126	522	1,089	3,065	1,090	1,119	1,550
Engineering & Garage	-	-	-	-	-	50	500
New Mobile Equipment Hoist	40	-	25	-	-	-	-
Traffic Lights Video Detection	20	22	200	249	80	80	80
Diagnostic Equipment & Specialty Tools For Mechanics	-	12	-	-	-	-	-
Traffic Light Installation - 44 Street & Franklin Avenue	-	-	-	-	-	500	-
Transit Upgrades (Federal Funded)	-	-	-	-	213	213	-
	60	34	225	249	293	843	580
Roads & Sidewalks	-	-	-	-	-	-	825
McMeekan Causeway Stabilization	-	-	-	-	-	450	-
Road Rehabilitation	2,350	2,007	2,850	2,850	2,950	4,500	3,300
Intersection Widening & New Traffic Light Installation	-	-	-	-	500	-	-
Drainage Improvements and Storm Sewer Repairs	50	50	-	-	-	-	-
	2,400	2,057	2,850	2,850	3,450	4,950	4,125

(cont'd...)



CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Road Rehabilitation							
Latham Island Area:							
Otto Drive							700
Central Business District:							
50 St (52 Ave to 51 Ave)	700						
52 Ave. (49 St. to 56 St.)	450	840					
51 St (52 Ave to 51 Ave)					600		
52 St (52 Ave to 51 Ave)					600		
Franklin Ave. (41 St. to Wiley Rd.)			2,000	2,075			
Northlands						1,300	
School Draw Avenue							800
Kam Lake Area:							
Kam Lake Road					1,750		
Cameron Rd. (Kam Lake Industrial Park)			350	325			
Etthen Drive, Taltheilei Drive	1,200	1,167	500	450			
Hall Crescent (Phase 1 & 2)						1,700	
Hall Crescent (Phase 3 & 4)							1,800
Grace Lake North						850	
Highway#4 Sidewalk						650	
	2,350	2,007	2,850	2,850	2,950	4,500	3,300

(cont'd)

CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Sustainability & Solid Waste Management	-	-	-	-	-	400	400
Landfill/Baler							
Landfill Expansion/New Landfill Cell Construction	-	21	3,500	3,711	-	-	-
Baling Facility Mechanical Upgrades	25	2	-	-	-	-	-
Site Restoration Liability	-	-	-	18	-	-	-
Recommendations of Wildlife Study	-	25	-	-	-	-	-
Recycling Depot Fencing	-	5	-	-	-	-	-
Centralized Composting Project/ Program	825	487	750	750	700	150	-
Baling Facility Roof Repairs	-	-	100	100	-	-	-
Waste Audit & Long Term Planning Study	-	-	-	-	75	-	-
	850	540	4,350	4,579	775	550	400
Community Energy Plan (CEP)							
Sustainability Coordinator	95	116	100	83	100	100	100
CEP Energy Efficiency Projects	205	236	1,235	582	1,205	550	1,000
	300	352	1,335	665	1,305	650	1,100



CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Water & Sewer							
Pumphouses (PHs)/Liftstations(LSs)/Forcemains							
Water Treatment Plant/Reservoir Expansion	8,321	4,430	150	150	-	-	-
Federal Funded Projects	-	-	-	-	12,863	7,963	425
PH#4 Righ-Hand Only Exit	-	-	-	-	50	-	-
Capital Upgrades	65	22	-	43	-	-	-
Potable Water Reservoir Flushing & Cleaning	-	5	-	-	-	-	-
Pump Replacement Program	100	39	-	61	-	-	-
Monitoring & Controls Maintenance and Upgrading	75	148	-	-	-	-	-
	8,561	4,644	150	254	12,913	7,963	425
Other	-	-	-	-	-	240	1,200
Water Meter Replacement & Upgrade	15	1	-	14	-	-	-
Submarine Intake Line	-	-	-	-	-	-	1,000
Potable Water Submarine Pipe Inspection	-	-	30	30	-	-	-
Water & Sewer Service Repairs	-	-	250	250	-	-	-
PH & LS - Genset Installation	175	85	-	90	-	-	-
Lagoon Control Structure Replacement	-	47	-	-	-	-	-
Lagoon Phosphorus Study	-	-	-	-	50	-	-
Water Source Selection Study	-	-	-	-	75	-	-
	190	133	280	384	125	240	2,200

(cont'd...)

CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Water & Sewer							
Pumphouses (PHs)/Liftstations(LSs)/Forcemains							
Water Treatment Plant/Reservoir Expansion	8,321	4,430	150	150	-	-	-
Federal Funded Projects	-	-	-	-	12,863	7,963	425
PH#4 Righ-Hand Only Exit	-	-	-	-	50	-	-
Capital Upgrades	65	22	-	43	-	-	-
Potable Water Reservoir Flushing & Cleaning	-	5	-	-	-	-	-
Pump Replacement Program	100	39	-	61	-	-	-
Monitoring & Controls Maintenance and Upgrading	75	148	-	-	-	-	-
	8,561	4,644	150	254	12,913	7,963	425
Other	-	-	-	-	-	240	1,200
Water Meter Replacement & Upgrade	15	1	-	14	-	-	-
Submarine Intake Line							1,000
Potable Water Submarine Pipe Inspection	-	-	30	30	-	-	-
Water & Sewer Service Repairs	-	-	250	250	-	-	-
PH & LS - Genset Installation	175	85	-	90	-	-	-
Lagoon Control Structure Replacement	-	47	-	-	-	-	-
Lagoon Phosphorus Study	-	-	-	-	50	-	-
Water Source Selection Study	-	-	-	-	75	-	-
	190	133	280	384	125	240	2,200

(cont'd...)



CAPITAL FUND - 2017 Capital Projects

	2015 Budget (\$000's)	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Water & Sewer Infrastructure Replacement:							
(includes repavement and concrete)							
Central Business District:							
54 Avenue							1,500
Forrest Drive Area:							
Con Road - Rycon to 54 St. (2016 Water & Sewer, 2017 Paving)			2,300	2,300	780		
Forrest Dr - Burwash Dr. to 51A Ave.(2015 Water & Sewer & 2016 Paving)	750	793	500	400			
Frame Lake South:							
Horton Crescent (2015 Water & Sewer, 2016 Paving)	2,045	3,156	700	800			
Williams Avenue (2017 Water & Sewer & 2018 Paving)					2,100	800	
Dagenais Drive (2018 Water & Sewer, 2019 Paving)						3,500	1,800
	2,795	3,949	3,500	3,500	2,880	4,300	3,300

CAPITAL FUND - 2017 Capital Projects

		2017 Budget Recommended (\$000s)	M.E.R. Reserve (\$000s)
Public Works & Engineering	Page		
Fleet Management	205		
1167-06 F250 4X4		65	65
1106-07 Polaris Snowmobile S07PT6HS		13	13
1115-07 Polaris Snowmobile S07PT6HS		13	13
1049-13 F-150 XLT		64	64
1125-04 F-150		36	36
1061-07 RAM 1500		37	37
1102-04 F-350 W/Service Body		43	43
2064-07 LT8500 Sterling Haul (SWF)		164	164
1069-07 E-150		42	42
1160-05 60" Exmark Mower		15	15
2109-01 E-350 SD Ambulance		250	250
2120-98 Ford LT8513 Water Tanker		332	332
T014-97 Tandem Tilt Trailer		16	16
		1,090	1,090

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)	Gas Tax Rebate (\$000s)	Community Public Infrastructure Funding (\$000s)
Engineering & Garage	Page					
Traffic Lights Video Detection	209	80	80			
Transit Upgrades (Federal Funded)	211	213	53	160		
Roads & Sidewalks						
Road Rehabilitation	213	2,950	233		507	2,210
Intersection Widening & New Traffic Light Installation	217	500	500			
		3,743	866	160	507	2,210

(cont'd...)



CAPITAL FUND - 2017 Capital Projects

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)	Gas Tax Rebate (\$000s)
Solid Waste Management	Page			
Landfill				
Centralized Composting Program	219	700		700
Waste Audit & Long Term Planning Study	221	75	75	
		775	75	700
Community Energy Plan (CEP) Initiatives				
Sustainability Coordinator	222	100	100	
Interior LED Lighting	222	110		110
Community Outreach	222	20	20	
Centralized Biomass Boiler Projects	224	1,075		1,075
		1,305	120	1,185

(cont'd...)

CAPITAL FUND - 2017 Capital Projects

		2017 Budget Recommended (\$000s)	Formula Funding (\$000s)	Water & Sewer User Fees (\$000s)	Grants (\$000s)	M.E.R. Reserve (\$000s)	Gas Tax Rebate (\$000s)	Community Public Infrastructure Funding (\$000s)
Pumphouses/Liftstations (PHs/LSs)	Page							
Federal Funded:								
CMP/W&S	211	12,100	776	2,249	9,075			
LS#5 Piping	211	263	66		197			
Supervisory Control & Data Acquisition (SCADA) System Upgrades	211	500	125		375			
PH#4 Righ-Hand Only Exit	226	50		50				
Other								
Lagoon Phosphorus Study	228	50		50				
Water Source Selection Study	229	75		75				
Water & Sewer Infrastructure Replacement	231	2,880					2,880	
		15,918	967	2,424	9,647	-	2,880	-
PW Subtotal		22,831	2,028	2,424	9,807	1,090	5,272	2,210



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Fleet Management
 Project Annual Fleet Replacement Program

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	1,090,000	1,119,000	1,550,000	3,759,000
O&M Expenses				
Total:				
M.E.R. Reserve	1,090,000	1,119,000	1,550,000	3,759,000
Grants				

Purpose

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

Background

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

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

Summary of Units:

Small Equipment – 30 units

Small equipment includes the miscellaneous equipment required by City departments to do their work. Included are: riding mowers, snowmobiles (Municipal Enforcement Division), All-Terrain Vehicles (firefighters), light trailers (Community Services and Public Works), line-painters, crack sealing equipment, trailer mounted water pumps, and ground thawing equipment. Equipment in this group has a varied life expectancy and replacement cost.

Light-Duty Trucks – 41 units

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

Medium-Duty Trucks – 8 units

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

CAPITAL FUND - 2017 Capital Projects

Heavy Trucks – 15 units

The 15 heavy-duty trucks and trailers includes: trailers, tandem tractors, dump trucks. The heavy trucks are to be replaced every twelve years. Trucks are used for City projects and snow removal in the winter. The cost of operating these vehicles over hiring contractors is about half. Each truck is operated for approximately 1,000 hrs/yr, saving the City \$45,000/year each truck it operates rather than contracting out.

Trailers are reviewed when aged out. If practical, the trailer is refurbished and returned to service. The dump trailer (due to more use and normal wear and tear) is replaced when aged out.

Heavy Equipment – 10 units

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

Mobile Tractors – 9 units

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

Municipal Enforcement Vehicles – 4 units

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

Emergency Vehicles – 10 units

This includes fire trucks, ambulances and water trucks. Due to increased demand, the replacement life cycle standard has been evaluated by the Public Works and Fire Department. The standard for replacement was reduced from 30 years to 20 years for most firefighting equipment. Ambulances are now replaced on a 12-year cycle due to the high amount of use and reliability is-

sues with ambulances as they get older. We have three ambulances and one is replaced every four years. The newest is placed on “first out the door” service and the oldest is surplus.

Seasonal Vehicles – 18 Units

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

Stationary Engines – 26 Units

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

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

Specialty Equipment – 9 Units

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

Triple Bottom Line



CAPITAL FUND - 2017 Capital Projects

Social

The City's mobile fleet is vital to providing essential and non-essential municipal services to the residents of Yellowknife.

Economic

The City's fleet replacement program reduces the amount of repair time required for the various units. Reduction of repairs results in less down-time of the units which provides Yellowknife with a more efficient fleet and therefore, provision of municipal services.

Environmental

The replacement of aging vehicles will help to provide a more fuel efficient mobile fleet.

Operational Impact

The total O&M costs of the units to be replaced are shown in the attached table.

CAPITAL FUND - 2017 Capital Projects

2016 Fleet Replacement Schedule									
Unit #:	Description:	Year:	Class:	Replace Year:	Estimated Budget:	O&M To Date:	Hours	Kilometres	End Use:
1167-06	F250 4X4	2006	2	2016	65,000.00	23,400.14	2,845	53,095	New engine, seasonal use, retire yellow unit.
1106-07	Polaris Snowmobile SO7PT6HS	2007	1	2017	13,000.00	2,794.47	n/a	1,454	Trade if possible, or auction.
1115-07	Polaris Snowmobile SO7PT6HS	2007	1	2017	13,000.00	3,652.64	n/a	1,293	Trade if possible, or auction.
1049-13	F-150 XLT	2013	7	2017	64,260.00	36,213.61	8,464	132,246	New engine, seasonal use, retire yellow unit.
1125-04	F-150	2004	2	2014	36,280.00	4,957.98	6,490	114,300	Move to seasonal use, retire yellow unit.
1061-07	RAM 1500	2007	2	2017	36,280.00	3,525.52	3,148	48,724	Move to seasonal use, retire yellow unit.
1102-04	F-350 W/Service Body	2004	2	2014	42,850.00	5,573.65	4,106	114,195	Trade if possible, or auction.
2064-07	LT8500 Sterling Haul (SWF)	2007	4	2014	163,780.00	7,520.00	3,833	29,644	Under evaluation for more suitable unit.
1069-07	E-150	2007	2	2017	41,600.00	5,242.34	7,278	101,161	Trade if possible, or auction.
1160-05	60" Exmark Mower	2005	1	2017	15,300.00	1,117.58	689	n/a	Trade if possible, or auction.
2109-01	E-350 SD Ambulance	2001	8	2017	250,000.00	12,610.62	n/a	170,526	Trade if possible, or auction.
2120-98	Ford LT8513 Water Tanker	1998	6	2017	332,350.00	27,784.26	2,481	22,128	Trade if possible, or auction.
T014-97	Tandem Tilt Trailer	1997	4	2017	15,530.00	2,425.23	n/a	n/a	Upgrade to heavier unit for mini-excavator.
					1,089,230.00	136,818.04			

City of Yellowknife Fleet Replacement Cycle Guidelines Summary:

Class	Description:	Examples:	Life Cycle:
1	Small Equipment	Riding mower, ground thaw, line painter, snowmobiles, ATVs, etc.	Different replacement cycles dependant on use.
2	Light Duty	Cars, vans, half ton trucks, 3/4 ton trucks.	Review after 7 years, replace after 10 years.
3	Medium Duty	One ton to 5 ton trucks, includes zambonis.	Review after 6 years or 100,000 kms, replace after 10 years.
4	Heavy Duty	Trucks/ Trailers used for sanding, snow removal, waste removal, etc.	Review after 6 years or 6000 hrs, replace after 12 years.
5	Heavy Equipment	Loaders, dozers, excavators, backhoes, plows, etc.	Review after 8 years or 10,000 hrs, replace after 12 years.
6	Mobile Tractors	Heavy rollers, sander bodies, steamers, etc.	Review after 8 years or 10,000 hrs, replace after 10 years.
7	Municipal Enforcement	Cars, trucks, SUV ("sport utility vehicles").	Replace after 4 years or 100,000 kms.
8	Emergency Equipment	Fire trucks, tankers, aerial ladder, ambulance, etc.	Replaced based on industry standards and NFPA requirements.
9	Seasonal Vehicles	Any vehicle replaced but still servicable, summer trucks, etc.	Not replaced, removed disposed of if repair costs exceed \$500.
10	Stationary Engines	Used to pump water, sewage, produce emergency power.	Review after 15 years, replacement after 20 years.
11	Specialty Equipment	Graders, street sweepers, vactor trucks, etc.	Replacement depends on the use of the unit.



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Engineering and Garage
 Project Traffic Lights Video Detection

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	80,000	80,000	80,000	240,000
Total:				
Formula Funding	80,000	80,000	80,000	240,000
Grants				

Purpose

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

Background

There are 18 intersections which rely on vehicle detection equipment for proper functioning of the traffic lights. Video detection equipment is the new standard in detection and data collection and is easy to install and program. This equipment has a proven field detection accuracy of 98% according to the manufacturer’s specifications; this also includes motorcycles and bicycles. The cameras can also capture traffic data, such as traffic counts of cars, trucks and pedestrians, as well as vehicle speeds. However, vehicle speed data can only be used for design methods and not as a method of speed enforcement.

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

Anticipated remaining investment as shown on adjacent table:

48 Street	20,000	49 Street	20,000
50 Street	20,000	51 Street	20,000
52 Street	20,000	53 Street	20,000
54 Street	20,000	57 Street	20,000
Gitzel Street	20,000	Forrest Drive	40,000
Woolgar Avenue	40,000	Franklin/OAR	50,000
Byrne Road	40,000	Range Lake Rd	50,000
Borden Drive (Walmart)	40,000	TOTAL	440,000

*not in order of priority

An investment of \$80,000 annually would see this replacement completed in approximately 5 years.

Triple Bottom Line

Social

This project provides essential upgrades to the traffic light system that creates a controlled traffic environment that allows for safe passage of pedestrians and vehicular traffic. Efficiencies also reduce driver frustration and wait times.

Economic

This upgrade is a significant investment in the City's traffic light infrastructure that is vital to allowing efficient and effective traffic control throughout Yellowknife.

Environmental

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

Operational Impact

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



Photo: Example of video detection camera.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Water & Sewer/Engineering
Project Federally Funded Capital Projects

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$ (March 31)	Total \$
Capital Cost	13,075,833	8,175,833	425,000	21,676,666
Transit Upgrades	213,333	213,333	-	426,666
CMP/W&S	12,100,000	6,000,000	200,000	18,300,000
LS#5 Piping	262,500	1,312,500	175,000	1,750,000
SCADA Upgrades	500,000	650,000	50,000	1,200,000
Total:	13,075,833	8,175,833	425,000	21,676,666
Capital Fund		1,991,000		1,991,000
Water & Sewer User Fees	2,248,958		106,250	2,355,208
Formula Funding	1,020,000	52,958		1,072,958
Grants (Federal)	9,806,875	6,131,875	318,750	16,257,500

* Approximate cash flows only, actuals to be determined, fully expended by March 31, 2019.

Purpose

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

Background

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

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

Project application requirements:

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

1. **Schedule:** Due to auditing requirements of projects and CWWF program reporting requirements, NWT communities should plan to have their approved projects substantially completed and “operational” before March 31, 2019.
2. **Incrementality:** A project that would not otherwise have been undertaken in 2016/17, 2017/18 or 2018/19 and/or a project that would not have been undertaken without federal funding.
3. **Funding:** Municipality must contribute 25% matching funding and have the capacity (cash flow) to outlay cash payments which are then reimbursed quarterly with progress reports to MACA.
4. **City Council Endorsement:** Projects applications must have an attached resolution of Council support for the project and the commitment to the 25% matching funding criteria over the next 2.5 years.

CAPITAL FUND - 2017 Capital Projects

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

Approved projects:

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

Project descriptions:

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

1. **Transit Upgrades:** The City's transit service is contracted to a third party; therefore the capital upgrades are limited. We have proposed: Replacement of bus shelters (approx. \$50,000), creating accessible bus stops with proper sidewalk, wheel chair ramps and curb drops (approx. \$150,000), create bus pull out areas to create a safe pull over area for buses removed from lanes of travel (approx.\$200,000).
2. **CMP/W&S Replacement:** We have proposed five (5) additional areas that are in need of immediate repair. They are Franklin Avenue (Gitzel to Norseman), Finlayson Drive (south), Lamoureux Road, Calder Crescent, and Forrest Park. These five (5) areas are in addition to Williams Avenue and Dagenais Drive that are already in the capital plan.
3. **Pipe Replacement at Lift Station 5:** The pipe at Lift Station #5 has deteriorated over time to the point that it is now 40% of its original thickness. Average thickness at elbow bends is 50% of original thickness and most straight-run pipes are 60% to 65% of original thickness (A.D. Williams Engineering, November 2004). Leaks require repair approximately every two months. Should pipe replacement not be completed, it is inevitable that a main pipe break will occur resulting in the City being unable to remove sewage. Lift Station #5 is the main

lift station for the city. All but one of the other lift stations in the city pump sewage to this facility and from there it is pumped to Fiddler's Lake Lagoon. This project was once part of the capital plan but had to be removed because of higher priority projects, this is a great opportunity to complete the project.

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

Triple Bottom Line

Social

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

Economic

This funding provides a large investment into the City's water and sewer infrastructure. The \$16,257,500 in federal dollars will allow the City to invest future funding into other projects that would have been otherwise allocated to these investments.

Environmental

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

Operational Impacts

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

This project will have minimal impact on other City departments.



CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	2,950,000	4,500,000	3,300,000	10,750,000
Kam Lake Road	1,750,000			
51 Street (52 Ave - 51 Ave)	600,000			
52 Street (52 Ave - 51 Ave)	600,000			
Northlands		1,300,000		
Hall Crescent - Phases 1&2		1,700,000		
HWY 4 - Sidewalk		650,000		
Grace Lake North		850,000		
Otto Drive			700,000	
School Draw Avenue			800,000	
Hall Crescent - Phases 3&4			1,800,000	
Total:				
Land Fund		850,000		850,000
Formula Funding	740,000	1,440,000	1,090,000	3,270,000
Community Public Infrastructure Funding	2,210,000	2,210,000	2,210,000	6,630,000

Purpose

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

Background

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

preparation prior to paving.

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

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

CAPITAL FUND - 2017 Capital Projects

Northwest Cable Inc. to answer present and future needs.

New Road Construction

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

- Northlands Area, which includes Stinson Rd, Fairchild Dr, Bellanca Ave, Norseman Dr, Catalina Dr, and Anson Dr, scheduled to be done in 2018.
- Hall Crescent, which will be done in two paving phases in 2018 and 2019, and includes Gibbon Dr.
- Grace Lake North scheduled to be done in 2018.

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

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

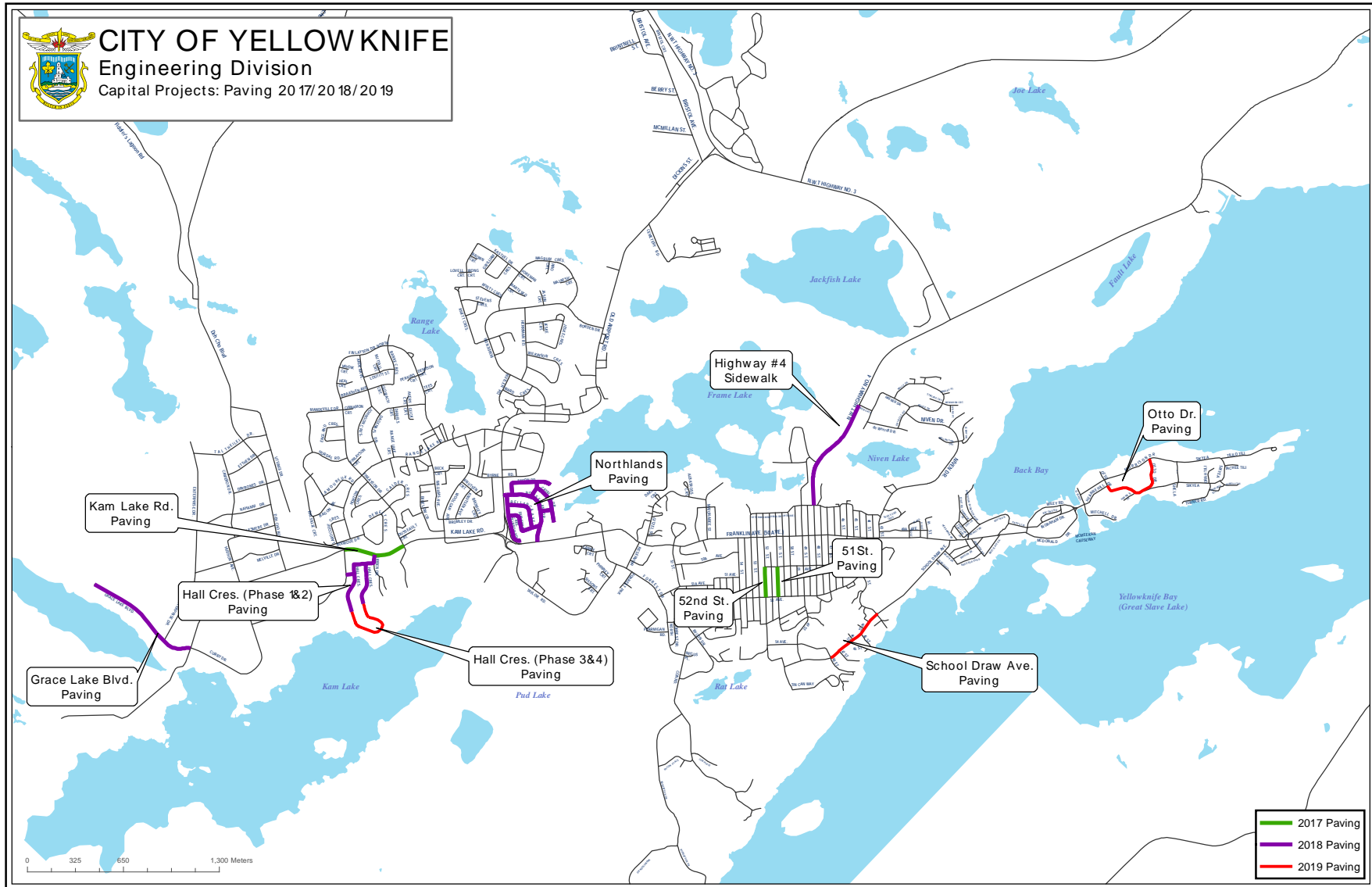
This project will have minimal impact on other City departments as there are no landscaping requirements in the upcoming three-year plan.

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





CAPITAL FUND - 2017 Capital Projects



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Roads & Sidewalks
 Project Intersection Widening & Traffic Light Installation – Finlayson Dr. and Kam Lake Rd.

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	500,000			500,000
O&M Expenses (+6%)				
Total:				
Formula Funding	500,000			500,000
Grants				

Purpose

To complete road and intersection improvements at the Kam Lake Road and Finlayson Drive intersection, including the installation of a signalized intersection to better accommodate the flow of traffic in the area.

Background

Traffic at the intersection of Finlayson Drive and Kam Lake road has increased over the last few years due to increased development in the Kam Lake Area. This intersection is heavily used by residents of Frame Lake, Kam Lake and Grace Lake to access the City’s downtown core.

In 2003 and 2012 traffic studies conducted at the intersection indicated that, while the intersection did not meet the Transportation Association of Canada (TAC) requirements for a signalized intersection, it should be monitored due to the heavy side street traffic entering the intersection from Finlayson Drive.

In 2015 a traffic study was done for Kam Lake Road from the intersection at Old Airport Road to the proposed intersection at the Grace Lake South residential subdivision. The 2015 traffic study included current and projected traffic conditions, safety concerns, potential multi-use trail location, potential transit route and stop locations, and recommended infrastructure improvements (i.e., road widening, dedicated turning lanes, traffic lights). Preliminary findings are pending, but staff anticipates a recommendation for another traffic light and additional lanes.

This intersection is also part of Yellowknife Transit’s Route B which serves the Frame Lake area. During the morning and afternoon peak periods, transit experiences delays of up to 10 minutes in making the left turn from Finlayson Drive onto Kam Lake Road. This delay has a major impact on the transit route as it causes delays for the entire route during the peak periods of the day.

Installation of traffic lights at this intersection will include:
 widening of the Finlayson Drive to allow for turning lanes
 widening of Kam Lake Road to allow for turning lanes
 installation of traffic lights with communication and video detection equipment

The upgrades to this intersection are planned to coincide with the Annual Paving Program which is scheduled to re-do Kam Lake Road from Finlayson Drive to Deh Cho Boulevard in 2017.

Triple Bottom Line

Social

This project will address increasing resident concerns and observed traffic increases at this intersection and should decrease frustration and wait times while attempting to access Kam Lake Road from Finlayson Drive. It should also help to create a more efficient and on-time Route B of the City's transit system.

Economic

This project will create additional infrastructure and power requirements at this intersection. The costs indicated for this project are estimates only and may require updating during the 2016 budget season.

Environmental

The environmental impact of this project will be minimal, but as mentioned it should create a more efficient and on-time Route B of the City's transit system. It should also reduce vehicle idle time associated with long waits attempting access to Kam Lake Road from Finlayson Drive.

Operational Impact

The project will increase the number of traffic controlled intersections to 19, which is approximately a 6% increase in the operational budget for traffic light maintenance as well as traffic light power costs.



Photo: Aerial of the Kam Lake Road and Finlayson Drive intersection, Correction Facility entrance to the right.

CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	700,000	150,000		850,000
Total:				
Gas Tax Rebate	700,000	150,000		850,000
Grants				

Purpose

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

Background

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

Between 2009 and 2012, the City of Yellowknife carried out a Centralized Composting Pilot Project to learn about the composting process and evaluate the feasibility of expanding composting efforts to involve a greater number of participants and sectors of the community. The project focused

on the commercial and institutional sectors in order to gain the most organic material from the smallest number of participants. During the pilot project the City, in partnership with Ecology North, was able to evaluate windrow composting from the initial collection of organics to the end result of finished compost.

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

CAPITAL FUND - 2017 Capital Projects

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

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

Triple Bottom Line

Social

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

Economic

Compost is a diversion tactic that will remove organics from the City's waste stream. The cost of landfilling waste has historically been estimated at \$150/cu.m. The City believes that this has dramatically increased with the necessary construction of new landfill cells, and will be completing a desktop study internally to update this per cubic meter cost. This project will also produce a finished material used to fertilize gardens and landscaping.

Environmental

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

Operational Impact

Changing the composting operation to a permanent program will increase the overall O&M for the Solid Waste Facility. Time will be required for

maintaining the compost piles, including turning the piles, mixing feed-stocks upon arrival at the facility and adding moisture to composting material, as well as maintenance associated with the fencing, pond liner system and compost pad.

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

The Compost Site

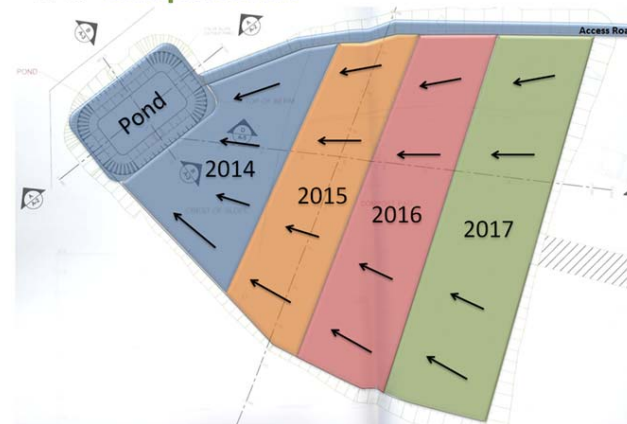


Photo: Planned phasing of the project.



CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Sustainability and Solid Waste Management
 Project Waste Audit & Long Term Planning Study

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	75,000			75,000
Total:				
Formula Funding	75,000			75,000
Grants				

Purpose

To reassess the City’s waste stream to better define and enhance waste diversion techniques. The study would also look at long-term planning options for solid waste management.

Background

In 2007, Gartner Lee completed a report for the City called the “Solid Waste Composition Study and Waste Reduction Recommendations”. This work completed an audit of the waste stream to better characterize the types and amounts of waste being generated in the City. There were two main objectives generated from the report. The first objective was to focus on enhancing programs for marketable recyclables; the second was to focus on organic waste management (ie. composting). This study would look at updating this information and assessing the current characterization of the waste stream.

In addition to the waste audit, the study would also focus on longer term planning and initiatives that the City can investigate and potentially implement. Also, due to the physical limitations of our current landfill arrangement, the report would look at alternatives to landfilling and other waste diversion tactics to increase the amount of waste diverted from our landfill and therefore increasing the life spans of future landfill cells.

Triple Bottom Line

Social

This project will provide a detailed look into solid waste management practices which will directly benefit the Yellowknife community.

Environmental

Enhanced diversion rates and tactics will prolong the useful life of landfill cells and will reduce the amount of waste being buried in the ground.

Economic

Every cubic meter of waste that can be diverted from landfill cells will save budget dollars in both operations and long term care of the facility.

Operational Impacts

The operational impacts of this study would be small. However, any initiatives from the study that have operational impacts would be detailed at a future date.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Community Energy Plan (CEP)/Sustainability and Solid Waste Management
 Project Community Energy Plan Projects

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	230,000	650,000	500,000	1,502,000
O&M Expenses	(62,100)	(25,000)	TBD	(87,100)
Total:				
Formula Funding	120,000	250,000	500,000	870,000
Gas Tax Rebate	110,000	400,000		632,000

Purpose

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

Background

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

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

Table Summary of Projects:

Project	2017	2018	2019
Interior LED Lighting	270,000 (w/carry over)	100,000	-
Sustainability Coordinator	100,000	100,000	100,000
Solar Panels	-	150,000	-
Community Outreach	20,000	20,000	-
Heat Pipe (PH1 to WTP)	-	150,000	-
City Hall Boiler Design	-	130,000	-
Other	-	-	400,000
TOTAL	390,000	650,000	500,000



CAPITAL FUND - 2017 Capital Projects

The 2016 Interior LED lighting project was not completed due to staff turnover and other workload priorities. The allocated budget of \$160,000 is recommended for carryover and is shown in the above table in 2017 combined with the allocation for LED lighting in 2017 for a total of \$270,000.

At this time no specific projects are noted for the 2019 fiscal year and similar to projects listed for 2018, would only be approved in principle for the 2017 budget deliberations. City staff will continue to finalize the new CEP document and will work towards new initiatives that will be encompassed in the 2016-2026 Community Energy Plan.

Triple Bottom Line

Social

These projects will help reduce operational costs for the City of Yellowknife in regards to energy use projects which depend on either heating fuel or electricity. Savings realized by these projects reduce City expenditures in these areas, thus savings in budget allocations for fuel and power.

Economic

These projects also continue to provide economic benefit to operations in the areas of fuel and power consumption. Ongoing savings from CEP projects are estimated to have surpassed \$650,000 at the end of 2015.

Environmental

These projects continue to help City of Yellowknife operations reduce GHG emissions. As noted, since targets were set in 2005, the City has reduced our GHG output by more than 1,000 tonnes of CO₂. The projects noted within are estimated to increase this reduction by approximately 405 tonnes.

Operational Impact

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

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Community Energy Plan (CEP)/Sustainability and Solid Waste Management
 Project Biomass Boiler Projects

Expenditures & Funding Sources	2016 carryover \$	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost:	1,075,000	1,075,000		600,000	2,750,000
Centralized Biomass Boiler	1,075,000	1,075,000			2,150,000
Second PH#1 Biomass Boiler				600,000	600,000
O&M Expenses					
FTE			90,080	94,600	184,680
Other			(157,000)	(179,500)	(336,500)
Total:					
Gas Tax Rebate		1,075,000		600,000	1,675,000
Grants					

Purpose

To install a centralized biomass boiler system to serve the Multiplex, Fieldhouse, Fire Hall, City Garage and Community Services Shop. As well as install a second biomass boiler at Pump House #1 as part of the second phase of the project.

Background

Phase 1 of the centralized biomass boiler project was publicly tendered in 2016 with an approved budget allocation of \$1,075,000, with Phase 2 tentatively scheduled for 2017. There was one bidder for the project, but the final amount was \$380,079.50 over the allocated budget for 2016. While the bidding contractor is highly competent and recommended, City Administration could not award the contract for the tendered amount as there was not sufficient budget allocated to cover the tendered amount.

The 2016 budget of \$1,075,000 is carried over into the 2017 budget to create a total budget allocation in 2017 of \$2,150,000. It is recommended that the entire project be tendered in its entirety rather than the previ-

ously recommended phased approach. City Administration hopes to gain some economies of scale with a much larger and complete project, but may require an increase in budget should the tender amounts come in high.

There is a Phase 3 of the project as shown on the enclosed sketch which includes Lift Station #5 and Public Works Parking Garage. City staff will complete a feasibility analysis to determine if this phase should occur. To date it is not included in the capital plan.

A second biomass boiler is planned for Pump House #1. Once the heat distribution pipe is installed between Pump House #1 and the Water Treatment Plant, boilers in both facilities can share their space heating loads. The remaining heat load of approximately 150,000 liters of oil, not covered by the capacity of the single biomass boiler, would need to be supplied by a second boiler installed in the system. This is the budget allocation shown in 2019.



CAPITAL FUND - 2017 Capital Projects

Triple Bottom Line

Social

These projects will help reduce operational costs for the City of Yellowknife in regards to heating fuel consumption. Savings realized by these projects reduce City expenditures in these areas, thus savings in budget allocations for heating fuel.

Economic

These projects also continue to provide economic benefit to operations in the areas of fuel and power consumption. Ongoing savings from CEP projects are estimated to have surpassed \$650,000 at the end of 2015. These two installations alone are expected to save \$157,000 and \$179,500 in 2018 and 2019, respectively. This is dependent on the price of heating fuel remaining high.

Environmental

The estimated total GHG emission reduction for these two projects is 1,350 tonnes.

Operational Impact

During the 2016 budget deliberations, Phase 1 of the centralized project was approved along with one (1) full time permanent position. This position was not filled because the project was deferred until 2017 but is still accounted for in the budget. This position is still required because of the continued addition of biomass boilers to city operations. Once these projects are completed, the City will have five (5) biomass boilers to maintain and operate, plus an additional boiler in the design stages for City Hall and RCMP headquarters should it be approved. This full time position is shown in the expense table above for 2018 and forward as the position is not anticipated to be needed until late 2017 or early 2018.

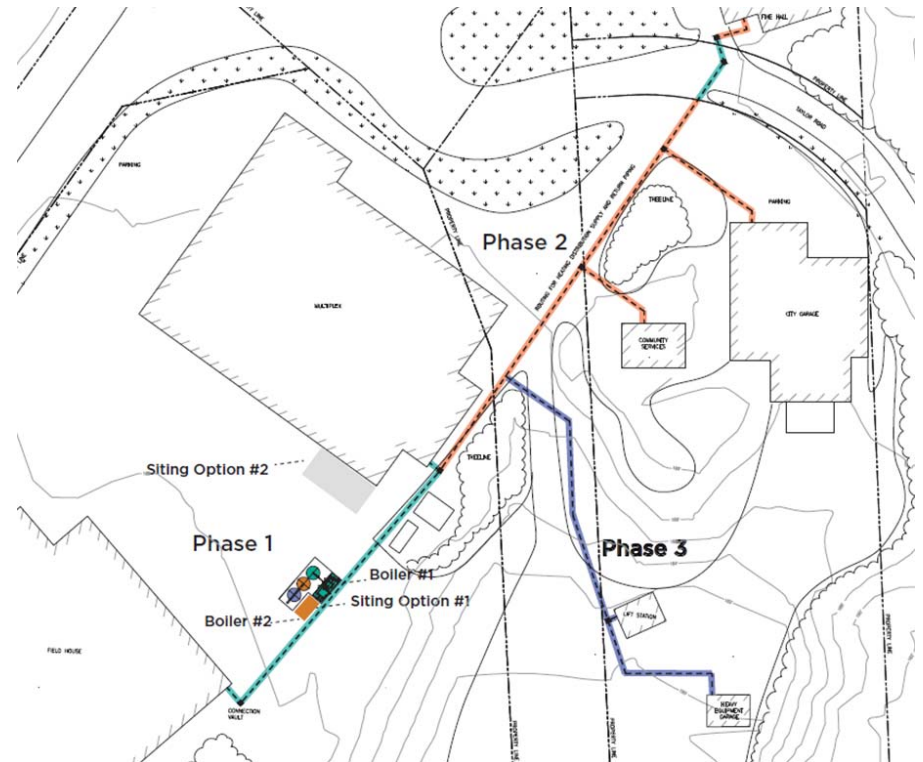


Photo: Phasing of the centralized biomass boiler project. Phases 1 and 2 to be completed in 2017. Phase 3 yet to be determined.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
 Project Pump House #4 Right-Hand Only Exit

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	50,000			50,000
Total:				
Water & Sewer User Fees	50,000			50,000
Grants				

Purpose

To create a right-hand turn out from the parking lot at Pump House 4 onto Old Airport Road.

Background

Pump House #4 (PH4) is one of the City's main pump houses that forms the City's potable water distribution system. Other services provided at PH4 are a RV (recreational vehicle) sewage disposal connection and a potable water truck fill connection that is used by residents, tourists and multiple contractors.

As shown in the sketch, the vehicles currently enter off Old Airport Road as indicated by the dotted black line. Once finished with whatever service being used, they must navigate the parking lot as shown with the black dotted arrow leader. This manoeuvring can be very difficult depending on the vehicle and if there is an RV in tow. In some instances, multiple point turns are required and can lead to congestion during peak periods. It also requires left turning traffic (indicated with an "X") to cross two on-coming lanes of traffic on Old Airport Road with a large vehicle or heavy load in tow.

Additionally, this can also impact the City's trucked potable water contract

deliveries if the contractor has to wait for other users to vacate the truck fill area.

A right-hand turn, exit only, installation is recommended to help alleviate this situation. This will allow vehicles an easy access point back onto Old Airport Road. The recommended exit is indicated with a red arrow leader.

Triple Bottom Line

Social

This will provide users of the facility an easier means of egress from the pump house parking lot to Old Airport Road and will reduce potential traffic conflicts.

Economic

This will allow for the better flow of traffic for residents, tourists and contractors which will reduce queue times for people waiting to make use of the services.



CAPITAL FUND - 2017 Capital Projects

Environmental

There will be little to no environmental impacts of this project other than removals required for the construction of the new exit area.

Operational Impact

The installation of this exit should present minimal operational impacts.

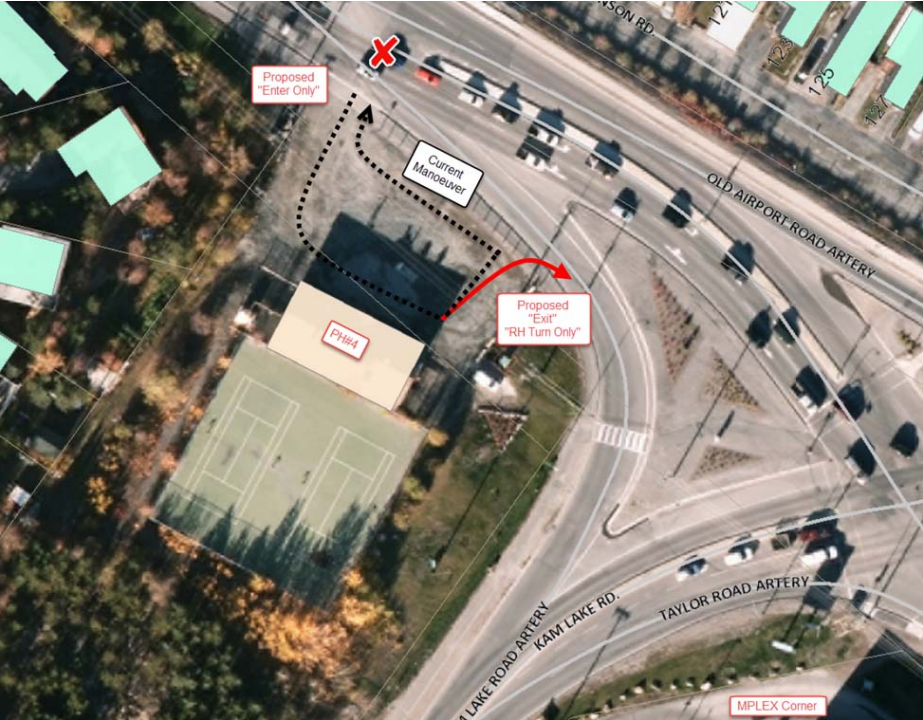


Photo: Proposed Right-Hand Only Exit at Pump House #4.

CAPITAL FUND - 2017 Capital Projects

Department/Division Public Works & Engineering / Water and Sewer
Project Lagoon Phosphorus Study

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	50,000			50,000
O&M Expenses				
Total:				
Water & Sewer User Fees	50,000			50,000
Formula Funding				
Grants				

Purpose

To complete an environmental risk assessment of the effect of phosphorus in the lagoon, wetland system and receiving water body as required by the Mackenzie Valley Land and Water Board (MVLWB) as part of the City's Water Licence requirements.

Background

The City's current water licence has required numerous studies to be performed on the Fiddler's Lake Lagoon and Wetland System. The MVLWB has requested an additional study be done regarding the effect of phosphorus on the receiving water body, Great Slave Lake. This study will be modelled after the CCME Canada-wide Strategy for the Management of Municipal Wastewater Effluent. It is anticipated once the environmental risk assessment for phosphorus is completed, changes will be made to the effluent criteria at the compliance point for the City's water licence.

Triple Bottom Line

Social

This project will assist with proper characterization of wastewater effluent quality parameters to meet the needs of the municipality and its residents.

Economic

There are minimal economic impacts aside from the budget allocation required to complete this study. The results of this study will determine whether additional treatment of wastewater to remove phosphorus is required.

Environmental

This study is to determine the environmental effects of phosphorus in the lagoon and wetland system. High concentrations of phosphorus in water bodies can cause algae blooms and die offs which contribute to the depletion of oxygen in the water - a process known as eutrophication. It is necessary to balance the amount of phosphorus available to ensure the environment does not become oxygen deficient.

Operational Impact

This study will not produce an operational impact. However, the recommendations resulting from the completed study may have operational impacts which would be detailed at a later date.



CAPITAL FUND - 2017 Capital Projects

Department/ Division Public Works & Engineering / Water and Sewer
 Project Water Source Selection Study

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	75,000			75,000
O&M Expenses				
Total:				
Water & Sewer User Fees	75,000			75,000
Grants				

Purpose

To review recommendations of work completed by consultants in 2011, incorporate data collected since 2011 and provide an updated recommendation to Mayor and Council on potable water source selection.

Background

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

The submarine pipeline was installed by the federal government in the late 1960's at the Yellowknife River to access water that was upstream of any arsenic contamination from mining activities in and surrounding Yellowknife. This pipeline is nearing the end of its useful life.

Submarine inspections completed in 2016 showed leaking occurring near the junction where an old service to Giant Mine was taken from the main pipeline. This further supports the need to make a decision regarding the City's water source. The submarine pipeline either needs to be replaced, or the City needs to switch to Yellowknife Bay as the primary water source.

The recommendation by consultants in 2011 was to move to Yellowknife Bay as the primary water source with the addition of an arsenic treatment system to be installed in the water treatment plant. There is concern within the community that a discharge from Giant Mine could contaminate the water source, regardless of the installed arsenic treatment process.

A presentation was made to City Council on June 27, 2016 to update the current City Council on the specifics surrounding the water source discussion. Administration recommended a review of historical information and recommendations, and incorporating all data to date. The study will produce an updated recommendation and will be brought forward for Council's consideration.

Triple Bottom Line

Social

There is concern within the community regarding the potential of a discharge from Giant Mine contaminating the City's water source should Yellowknife Bay be chosen as the primary water source. This study will amalgamate past recommendations with current data and bring forward an updated recommendation.

CAPITAL FUND - 2017 Capital Projects

Economic

There will be minimal economic impacts aside from the budget allocation required to complete this study.

Environmental

There will be no environmental impacts associated with this study. The impacts of the recommendations resulting from the study would be detailed at a later date.

Operational Impacts

Similar to the environmental impacts, this study will not produce an operational impact. However, the recommendations resulting from the completed study may have operational impacts and would be detailed at a later date.

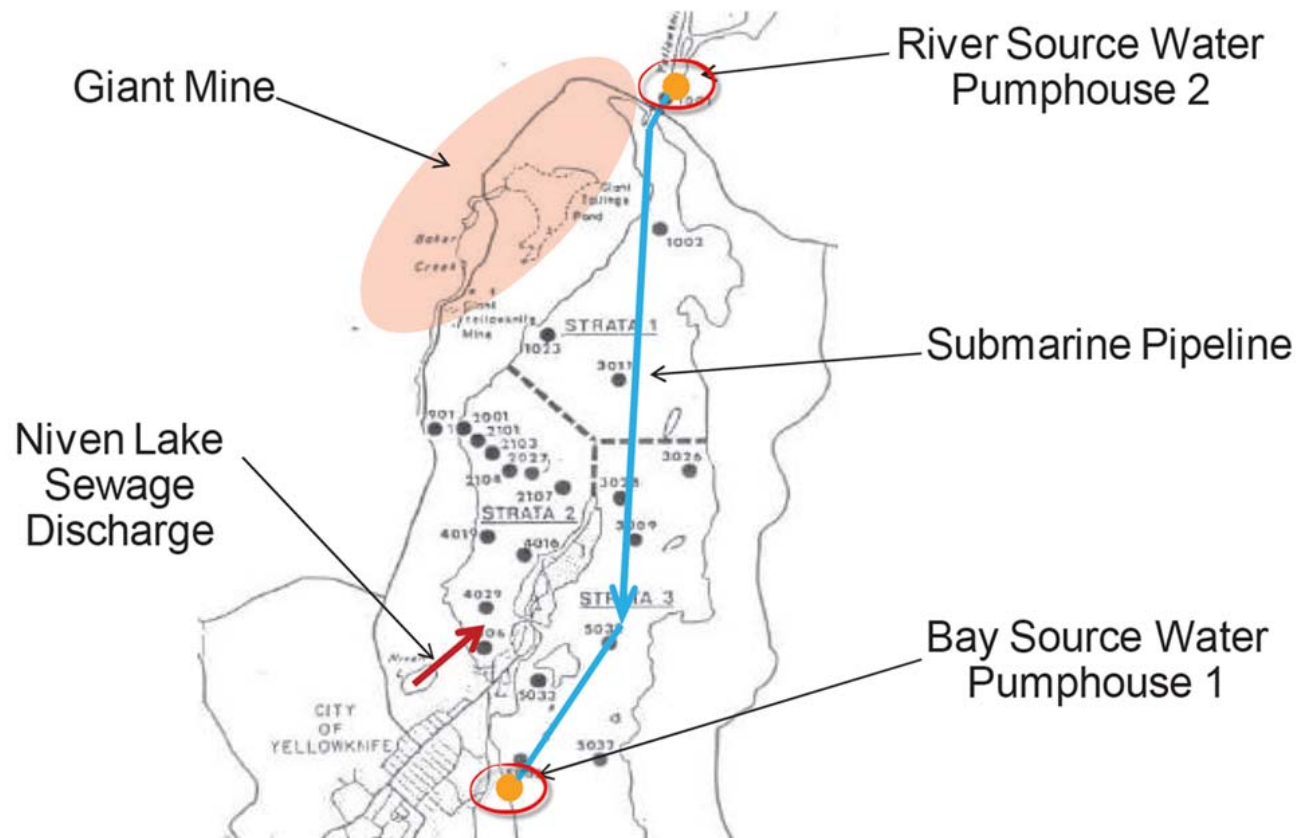


Photo: Sketch showing both water source and submarine line locations.



CAPITAL FUND - 2017 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost	2,880,000	4,300,000	3,300,000	10,480,000
<i>Con Road (Paving)</i>	<i>780,000</i>			
Willams Avenue	2,100,000			
<i>Williams (Paving)</i>		800,000		
Dagenais Drive		3,500,000		
<i>Dagenais (Paving)</i>			1,800,000	
54 Avenue			1,500,000	
Total:				
Gas Tax Rebate	2,880,000	4,300,000	3,300,000	10,480,000
Grants				

Purpose

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

Background

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

The City has since changed pipe material standards to insulated, ductile iron pipe. With these changes to City standards, the life expectancy of

water and sewer mains can be as much as 50 years. However, prevailing ground conditions and permafrost presence can impact the life span of pipe installation.

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

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

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impacts

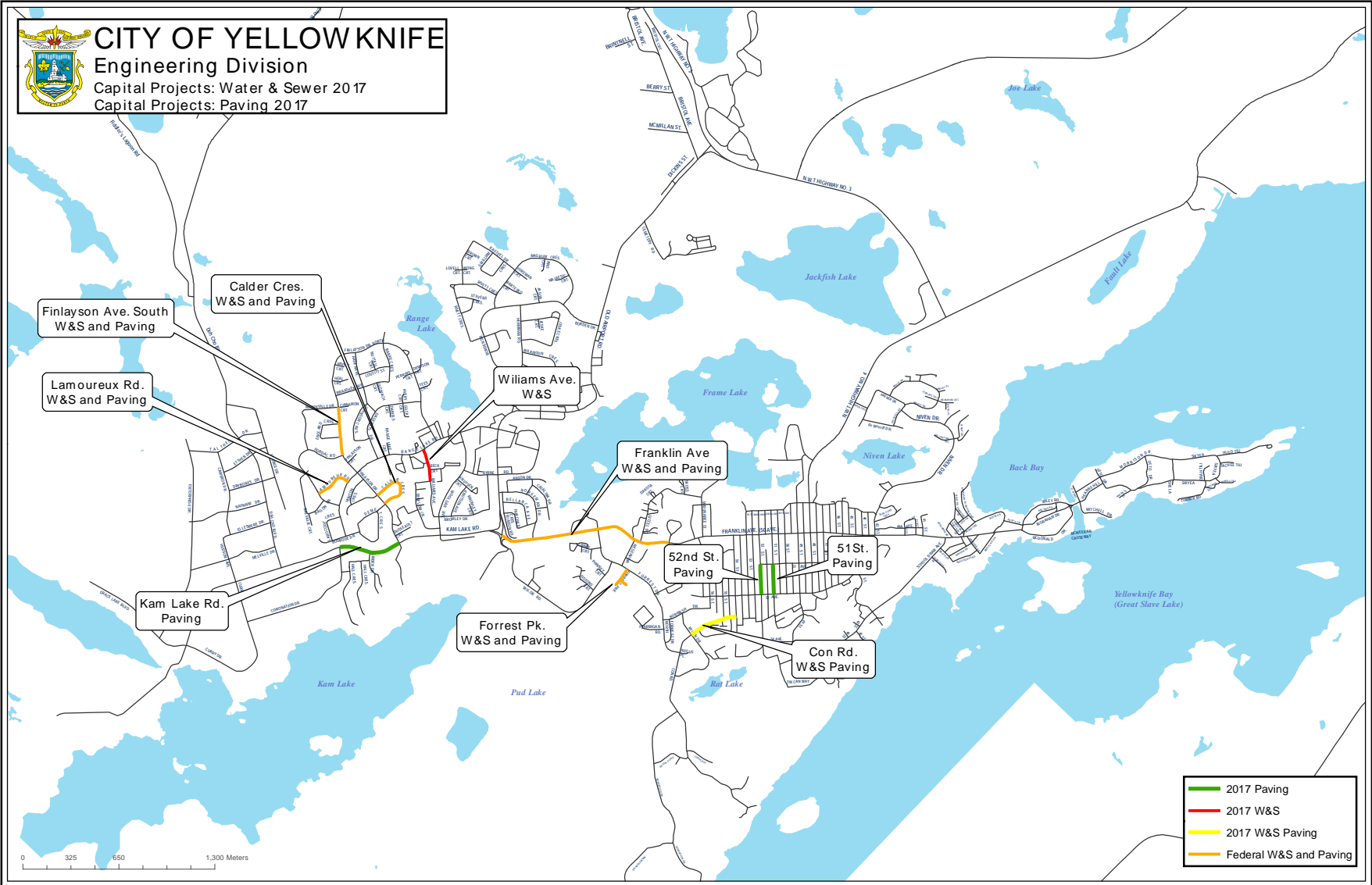
Aging infrastructure has an operational cost somewhere between 2-4% of replacement costs. By replacing this infrastructure, it allows the department to focus operational and maintenance activities in other areas of the water and sewer systems.

This project will have minimal impact on other City departments.

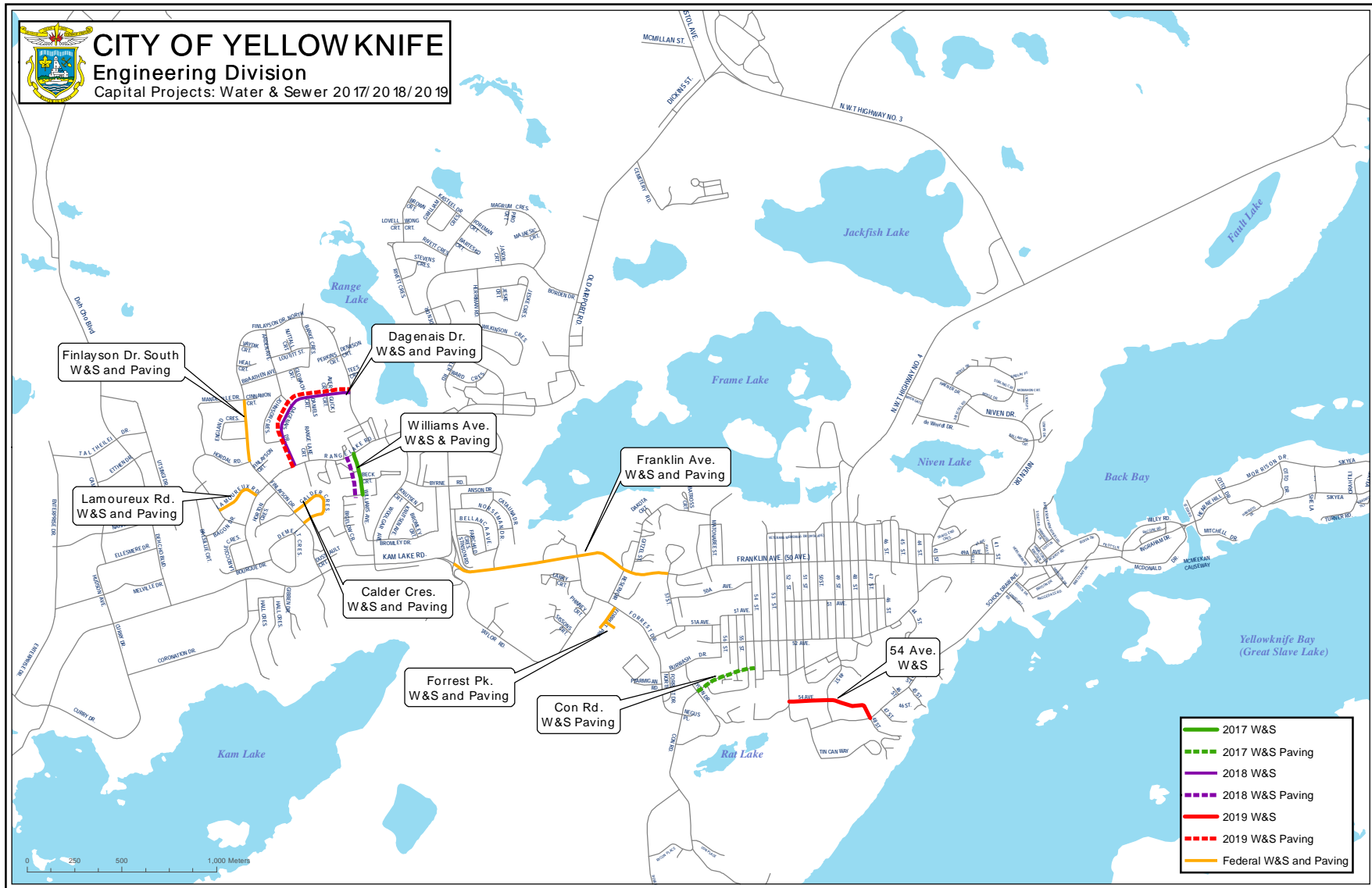


Photo: Failed CMP sewer main showing no bottom left in the pipe

CAPITAL FUND - 2017 Capital Projects



CAPITAL FUND - 2017 Capital Projects



CAPITAL FUND - 2018 Capital Projects

		2018 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)	IT Reserve (\$000s)
General Government	Page				
Administration					
Destination Marketing	131	350	70	280	
		350	70	280	-
Information Technology					
Network Renewal and Expansion	136	52			52
GIS Maintenance & Enhancements	140	46			46
Server and Storage Renewal and Expansion	143	53			53
Phone System	236	40			40
Satellite Imagery/ LIDAR	238	66			66
Communication Infrastructure Renewal	145	20			20
Security Cameras	147	21			21
Secondary Site & Data Replication	149	12			12
MED In-Car Computers	240	34			34
MED Web Apps	242	25			25
Website/ Online Service	244	29			29
Website Refresh	246	50			50
Virtualization	151	28			28
Door Access Controls	153	12			12
Multi-function Devices and Printers	155	53			53
Disk Expansion	248	34			34
Plotter	250	15			15
Stanton Equipment Relocation	159	100			100
Subtotal		690	-	-	690

CAPITAL FUND - 2018 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Phone System

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		40,000	40,000	80,000
O&M Expenses				
Total:				
IT Reserve		40,000	40,000	80,000
Formula Funding				
Grants				

Purpose

To replace the City's telephone system infrastructure.

Background

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

A study conducted in 2009 recommended retaining the hardware in place at the time and augmenting it with software to provide integrated communication features. The iLink product was introduced however, there was a low adoption rate of the advanced functionality and the application became increasingly time-consuming and costly to maintain so, in 2016, it was replaced with a simple voicemail appliance.

Since the 2009 study, many desk sets have been replaced. However, now the aging backend infrastructure has outlived its life expectancy, resulting in service restrictions and reliability concerns. Therefore it is recommended that it be replaced in 2018 and 2019.

This project helps ensure that the appropriate telephone infrastructure is in place to support the organization as it works toward all City Council Goals, Objectives, and Actions. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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



- Acquire and deploy new and replacement components in a timely and cost effective manner
- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Triple Bottom Line

Social

N/A

Economic

Solid, reliable telephone services are crucial, and must be maintained in the most efficient and effective manner possible.

Environmental

N/A

Operational Impact

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

CAPITAL FUND - 2018 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Satellite Imagery / LIDAR

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		65,950		65,950
O&M Expenses				
Total:				
IT Reserve		65,950		65,950
Formula Funding				
Grants				

Purpose

To continue the City's planned and incremental investment in its geographic information system (GIS).

Background

Orthophotos, digital aerial photographs with uniform scale and minimal distortion, are an important part of a GIS because they provide an accurate representation of the earth's surface. In 2006, the City began acquiring high resolution colour digital orthophotography and incorporating it into CityExplorer. It provides the base mapping for the City's database, and its high spatial accuracy and resolution have made it a powerful and popular tool for both staff and citizens. As well, the layer is often used to create new information layers, and to help keep existing layers current and accurate.

In 2006, the City also acquired high resolution elevation data. The data was captured using LIDAR, which enabled the creation of several datasets, including the bare earth model, vegetation, elevation, building footprints, building heights, and contour lines.

The high resolution imagery and elevation data are used regularly

throughout the organization. For example:

- The GIS group uses aerial photos to update CityExplorer's Building layer. High resolution imagery enables tracing of building footprints, and LIDAR information allows the building heights to be captured. This provides the basis for 3D and land development modeling
- Taxation and Assessment staff members refer to the imagery to verify the existence of specific property improvements and developments
- The Engineering group relies on aerial photos for conducting preliminary site studies, and on elevation data for planning future developments; the latter is especially valuable when producing accurate grading plans

Given the wide usage of this data and the need to keep it current, biannual acquisitions were planned and data was collected on schedule in 2008. However, since 2008, budget restraints have limited the opportunities to collect new data, and updated information was not gathered until 2012, and 2015 respectively. Likewise, the planned 2017 acquisition has been postponed until 2018 to facilitate other projects.



Since the 2015 data collection effort, the city landscape has changed significantly and because the current data does not reflect these changes, it no longer meets user requirements, particularly in regions of high interest such as the Con Mine area, Block 501, Niven Lake, Grace Lake, Giant Mine, and the Solid Waste Facility. Therefore, it is important that the imagery and elevation data be updated so that it can continue to serve the needs of the various stakeholders.

This project helps to ensure that appropriate geographical data is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social

N/A

Economic

This project is a strategic investment in the City's Information Technology infrastructure. It benefits staff, clients, and stakeholders by providing them with the most current, accurate, and complete data possible.

Environmental

N/A

Operational Impacts

Without access to current orthophotos, staff will have to resort to site visits to obtain up-to-date information. This is a more time consuming process, and considerably less thorough in that information obtainable from an aerial view and LIDAR data is more accurate and complete than that gleaned from on-the-ground observations. Alternately, they risk basing recommendations and decisions on outdated data.

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Safety / Municipal Enforcement Division
 Project MED In-Car Computers

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		33,400		33,400
O&M Expenses				
Total:				
IT Reserve		33,400		33,400
Formula Funding				
Grants				

Purpose

To purchase new in-car laptops for Municipal Enforcement vehicles, to be used by officers as mobile workstations, allowing them to spend more time on patrol.

Background

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

Reliable computers are important for officer safety, as they allow officers to have immediate access to information on dangerous individuals, dogs, stolen vehicles, etc., which allows them to take proper precautions when

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

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

Triple Bottom Line

Social

This new equipment will ensure that interruptions to essential emergency services for residents are minimized, contributing to a safe community (through patrols or investigations).



Economic

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

Environmental

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

Operational Impacts

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

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Safety / Municipal Enforcement Division
 Project MED Web Apps

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		25,000		25,000
O&M Expenses				
Total:				
IT Reserve		25,000		25,000
Formula Funding				
Grants				

Purpose

To redevelop the Municipal Enforcement Division's Snowmobile and Summons applications using current technology that is secure and supportable.

Background

The Municipal Enforcement Division uses Snowmobile applications to issue, track, and manage snowmobile registrations, and to provide the RCMP with appropriate snowmobile registration information. These activities are required under the 1993 Snowmobile By-law that stipulates that all snowmobiles operated within city limits must be registered. The Division uses the Summons application to produce long form information and summonses for outstanding parking tickets. When parking tickets go unpaid there is a legal requirement to produce several legal documents to compel the parking offender to attend court to answer to the parking ticket. Without this process in place people would not legally have to pay parking fines. A database that correlates and prints these legal documents is required in order for the City of Yellowknife to meet this legal obligation. Thus these applications are critical to the operations of the Municipal Enforcement Division.

The current applications were custom-developed for the City in 2003, and updated in 2011/2012 when the original underlying technologies became obsolete. They should be redeveloped again by 2018 to ensure they remain secure and supportable.

Triple Bottom Line

Social

The replacement of these web applications allows for the control and monitoring of activities that contribute to the dynamism of the community. Without these systems, restrictions could be placed on activities of citizens of Yellowknife.

Economic

This project is a strategic investment in MED's essential equipment. Improvement and maintenance of these web applications allows for continued service and the collection of revenue for these activities.

Environmental

The only alternative to web based applications is manual recording using paper and pen, which is environmentally unfriendly.



Operational Impact

Aging technology (infrastructure) has a higher operational cost. Web based applications are continually changing and need to be updated to meet security requirements.

CAPITAL FUND - 2018 Capital Projects

Department/Division: Corporate Services / Information Technology
 Project Website / Online Services

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		28,670	30,100	58,770
O&M Expenses				
Total:				
IT Reserve		28,670	30,100	58,770
Formula Funding				
Grants				

Purpose

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

Background

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

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

In 2016, the Division improved online services by adding Suggestions /

Community Feedback functionality to obtain citizen input, deploying the PlaceSpeak community engagement tool to create another avenue for stakeholder involvement, and launching additional PingStreet tiles that provide citizens with mobile access to the Rec Guide, the Notification Centre, Virtual City Hall, and Cemetery Plot information.

No enhancements or new services will be added in 2017.

Potential plans for 2018 and 2019 could include an eBook module to convert City publications to web-friendly formats, a demographic report generator to provide easy access to Yellowknife-related census data, a tourism directory, an online donations tool, live chat functionality to augment current Customer Services, and an available lands and buildings tool. As well, based on the high usage rate of PingStreet services, additional tiles for trail information, business and contact directories, and City facility information could be considered, along with the addition of beacon/geo-fencing capabilities. Specific enhancements and additions will be finalized closer to the implementation timeframe, based on requirements and potential return on investment.



Triple Bottom Line

This project helps to ensure that appropriate online services are in place to enhance citizen and stakeholder interactions with the City, thus improving service levels and streamlining staff operations. It does so in the context of the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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

Social

In 2017, the City's online offerings will be status quo; no new features or services will be added, and the existing services will be offered provided no investment is required to maintain them.

In 2018 and 2019 this project will aim to expand the portfolio of electronically delivered services, consistent with the expectations of many Yellowknife citizens and stakeholders.

Economic

Online services enable the City to provide services and information at a lower cost than traditional delivery methods and in a manner that is attractive and convenient for many citizens and stakeholders.

Environment

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

Operational Impact

In 2017, no operational impact is expected. However if technical issues arise with any of the existing online services they will be taken offline until resources are allocated to restore them. This may result in increased pressures on service delivery units throughout the organization as staff will have to manually provide services that were previously delivered electronically.

In 2018 and 2019 it is anticipated that this project could improve customer service and streamline more operations within the organization. The specific advantages will depend on available funding and current requirements.

CAPITAL FUND - 2018 Capital Projects

Department/Division Corporate Services / Information Technology
Project Website Refresh

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		50,000		50,000
O&M Expenses				
Total:				
IT Reserve		50,000		50,000
Formula Funding				
Grants				

Purpose

To continue the City's planned and incremental enhancements of its online presence and services.

Background

The City's website plays a critical role in the City's service delivery. It offers a wealth of information to citizens and stakeholders, provides an array of online services, and is becoming an increasingly popular consultation tool.

The City's website was completely redesigned in 2014 and since that time has been incrementally enhanced to meet new and emerging needs. It is recommended that a refresh be done in 2018 to incorporate improved technology, simplify management and maintenance to fine-tune the user experience to meet evolving expectations, and to expand offerings to address growing requirements.

This project helps ensure that the appropriate information technology infrastructure is in place to support the organization as it works toward all City Council Goals, Objectives, and Actions. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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



Triple Bottom Line

Social

N/A

Economic

This project will improve the City's communication capabilities and create a richer and more interactive experience for the organization's website visitors.

Environmental

Increasing online service offerings and encouraging their use could reduce the amount of paper used and received by the City.

Operational Impact

This project will not have a measurable impact on the O&M budget, but it will provide improved tools for content providers and simplify their workload. As well, expanded services should help direct citizens to self-serve offerings, freeing staff time for more complex or complicated tasks.

CAPITAL FUND - 2018 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Disk Expansion

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		33,560		33,560
O&M Expenses				
Total:				
IT Reserve		33,560		33,560
Formula Funding				
Grants				

Purpose

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

Background

As workgroups throughout the organization increasingly turn to technology to streamline their operations, it places increasing demands on the City's Information Technology infrastructure. This is especially evident with respect to disk storage capacity, where requirements have grown exponentially in recent years. This trend is expected to continue, and even escalate.

Regular incremental investments in the City's disk storage systems have enabled them to keep pace and accommodate much of this growth. However, in 2016 it became apparent that the demands had outpaced the growth and available disk space dropped dramatically. IT began reallocating and reassigning disk space in an effort to extend the life of the current system, but it is anticipated that by 2018 these measures will no longer suffice and that an additional investment in disk space will be required.

This project helps ensure that the appropriate information technology

infrastructure is in place to support the organization as it works toward all City Council Goals, Objectives, and Actions. It does so by contributing to the following Information Technology Division goals:

- Provide focused, reliable, and sustainable information technology infrastructure that is responsive to current City requirements and proactive in anticipation of future requirements
- Provide secure, high-availability network services
- Support the efficient and effective operation of all information systems, for both internal and external users
- It also addresses these Information Technology Division objectives:
 - Supply ongoing leadership to support and sustain the City's information technology infrastructure
 - Provide City employees with the appropriate hardware and software tools to enable them to do their jobs efficiently and effectively



- Acquire and deploy new and replacement components in a timely and cost effective manner
- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Triple Bottom Line

Social

N/A

Economic

Providing adequate disk space will ensure that the City can properly and securely store its rapidly growing body of data and information. It will also simplify disk management, freeing IT staff time for more productive tasks.

Environmental

N/A

Operational Impact

This project will not have a measurable impact on the O&M budget, but it will provide adequate capacity to meet current and future storage requirements.

CAPITAL FUND - 2018 Capital Projects

Department/Division Corporate Services / Information Technology
 Project Plotter

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		15,000		15,000
O&M Expenses				
Total:				
IT Reserve		15,000		15,000
Formula Funding				
Grants				

Purpose

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

Background

The City's only wide-format multifunction device is used to fulfill printing, plotting, and scanning requirements for clients throughout the organization. For example, it is used to:

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

Staff rely heavily on the Plotter and the services it provides, and expect it to be readily available. However by 2018 it will have reached the end of its useful life and will need to be replaced.

This project helps ensure that the appropriate information technology infrastructure is in place to support the organization as it works toward all City Council Goals, Objectives, and Actions. It does so by contributing to the following Information Technology Division goals:

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



It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social

N/A

Economic

It is more cost-effective and time-efficient to provide wide-formatting services in-house than to outsource them. Replacing this device will help ensure that adequate infrastructure is in place to meet future and anticipated client needs.

Environmental

N/A

Operational Impacts

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

CAPITAL FUND - 2018 Capital Projects

		2018 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)
Community Services	Page			
Arenas				
Painting /Re-surfacing DND GYM	253	40	40	
Fieldhouse Track Access Door	254	90	10	80
Parks/Trails				
Yellowknife Rotary Park -Trail Extension	174	20	20	
Ball Diamonds Upgrade	255	45	45	
Outdoor Recreation Facility	256	3,393	3,393	
Rental Equipment	258	43	43	
Somba K'e Park -Public Water Fountain	259	10	10	
Mountain Bike Trail	260	20	20	
Pool				
Aquatic Centre Development	261	75	64	11
Re-siding of Exterior Walls	263	230	230	
Re-tiling of Pool interior	265	20	20	
Subtotal		3,986	3,895	91



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project: Painting / Re-surfacing DND Gym

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		40,000		40,000
O&M Expenses				
Total:		40,000		40,000
Formula Funding		40,000		40,000
Grants				

Purpose

To paint the walls and re-surface the floor in the DND Gym weight room.

Background

The Multiplex opened in 2002. In 2013 the DND gymnasium received a large scale overhaul in which the gymnasium portion of the facility received a major repair and painting of the facility.

After 14 years, the weight room portion of the facility now requires a re-painting and floor re-surfacing. This work will ensure that this area of the facility looks vibrant as well as adds to the integrity of the facility.

Triple Bottom Line

Social

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

Economic

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

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operational Impact

There will be no impact on the operational budget for the facility.

CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project Fieldhouse—Track Access Door

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		90,000		90,000
O&M Expenses				
Total:				
Formula Funding		10,000		10,000
Grants		80,000		80,000

Purpose

To install an access door to the upper level of the Fieldhouse to provide proper monitoring of the facility and ensure fairness to all users.

Background

The Fieldhouse was opened to the public in the fall of 2010 and is now one of the City's most popular recreation facilities. One of the major attractions of the facility is the 240-metre track.

The access door to the track is on the upper level of the building, and while it is monitored by a video camera, it is difficult to ensure that only people who have membership cards are able to enter the track area. As a result, the City is losing revenue.

As much as possible, City staff follow up with users to ensure that fees are being paid; however, sometimes people are accessing the track without having paid a fee. To ensure controlled access to the track the City is proposing to install a glass security wall leading up the stairs to the track entrance, and to move the card pad that allows access to the bottom of the stairs. This will ensure that the entrance can be properly monitored by staff, which will contribute to increased user fee revenue and improved security for the track.

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

Triple Bottom Line

Social

N/A

Economic

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

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operational Impact

There will be some impact on the O&M.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Ball Diamonds Upgrade

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		45,000		45,000
O&M Expenses				
Total:				
Formula Funding		45,000		45,000
Grants				

Purpose

To replace the shale at the City’s ball diamonds to contribute to a more enjoyable playing experience, while respecting the integrity of the game by improving the playing surface.

Background

The City directly administers five ball diamonds: two at Fritz Theil, two at Parker Field, and one at William McDonald School. Several of these diamonds use shale which requires periodic replacement and conditioning. This project will allow for the purchase of shale to address this need, and will ultimately allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

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

Economic

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

Environment

The City strives to maintain quality recreational facilities, which lead to active and healthy living choices.

Operational Impact

This project will be covered under the normal operating budget.

CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project Outdoor Recreation Facility

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		3,393,000	1,700,000	5,093,000
O&M				
Other O&M Expenses				
Total:				
Formula Funding		3,393,000	1,700,000	5,093,000

Purpose

The design and development of a multi-use outdoor facility to enhance the current recreational facilities within the City.

Background

The City has a number of outdoor recreational sport facilities, including six ball diamonds, three sport (soccer) fields, a 340-metre track, eight tennis courts, one skateboard park, and 17 playgrounds. Many of these facilities are at maximum use capacity and some, such as two soccer fields and the track, do not meet minimum acceptable standards. The City is currently working on an agreement with Con Mine to obtain eight hectares of land that would be developed into a major outdoor recreational facility. This facility would accommodate a soccer field, four ball diamonds, a track, a skateboard park, a playground and tennis courts, as well as room for further development.

Phase 1 would develop the supporting infrastructure for the outdoor recreation facility, which would include upgrading the warehouse currently on the site to accommodate the staff of the Parks Division, as well as providing an adequate storage and shipping area. The upper part of the

facility would provide storage room for all City departments. Also included in Phase 1 would be construction of washrooms and concession facilities for the facility.

Phase 2 would entail surface preparation and development of the sport fields.

2018 Capital Cost

Develop Supporting Infrastructure	\$1,699,000
Develop Sports Fields	\$1,694,000
Total	\$3,393,000

Phase 3 would entail continued development of facilities within the park including a track, skate board park, playground, tennis courts and a dog park.

2019 Capital Cost

Develop Sports Fields and Infrastructure	\$1,700,000
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This project will allow the City to manage its assets wisely by strategically investing in infrastructure to optimize function, service and safety.

Triple Bottom Line

Social

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

Economic

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

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operational Impact

There will be some impact on O&M.

CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project Rental Equipment

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		43,000	20,000	63,000
O&M Expenses				
Total:				
Formula Funding		43,000	20,000	63,000
Grants				

Purpose

To replace and enhance the current inventory of tables and chairs for use at the City Facilities and other ongoing rentals.

Background

The Department makes tables and chairs available for a fee when renting out the arenas, parks etc. for various events. Rental of these items generates approximately \$60,000 annually for the City, under the provisions of the Fees and Charges By-law.

Due to heavy use, the equipment requires ongoing replacement, and it is proposed to replace and enhance our inventory over the next three years.

2018

200 tables \$30,000
 210 chairs \$13,000
Total = \$43,000

2019

100 tables \$15,000
 80 chairs \$ 5,000
Total = \$20,000

Triple Bottom Line

Social

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

Economic

The management of corporate assets is optimized.

Environmental

By managing our assets properly we will be able to optimize their use and longevity.

Operational Impact

There will no operational impact.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project Somba K'e Park – Public Water Fountain

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		10,000		10,000
O&M Expenses		500	500	1,000
Total:		10,500	500	11,000
Formula Funding		10,000		10,000
Grants				

Purpose

To install a public water fountain that will provide an added feature for users of Somba K'e Park and the public in general.

Background

For normal and special events (Farmer's Market) in the park there has been a growing demand for the installation of an outdoor water fountain. To accomplish this it is suggested to install an outdoor stone aggregate pedestal fountain, which is vandal resistant, adjacent to the current Somba K'e Building.

Due to climatic conditions, it is recommended that the fountain operate from approximately June 1st to mid/ late September to accommodate the Famer's Market.

The \$10,000 cost of the fountain will include:

- \$5,000 for the purchase of the fountain
- \$5,000 for the purchase and installation of water lines and a back-flow water prevention device.

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

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

There will be an operational impact of \$500 per year.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
Project Mountain Bike Trail

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		20,000	20,000	40,000
O&M Expenses				
Total:				
Formula Funding		20,000	20,000	40,000
Grants				

Purpose

This Community Project permits the City of Yellowknife to develop a partnership with the Yellowknife Mountain Bike Club in the development of mountain bike trails adjacent to the natural portion of the Frame Lake Trail over a two year period from 2018 – 2019.

Background

Under the project, the City would provide the materials along with back-up and logistical support to the Mountain Bike Club as the trails are being developed over this two year period.

This project will enhance the McMahon/Frame Lake trail and provide additional opportunities for the residents and visitors to use the trails.

By working with the Mountain Bike Club on this project the Department is realizing a savings of approximately \$5,000 - \$7,000 over this two year period.

Triple Bottom Line

Social

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

Economic

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

Environmental

The City strives to enhance our current physical assets.

Operational Impact

There will be minimal operational impact and will be absorbed with the Parks O/M Budget.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services
Project Aquatic Centre Development

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		75,000	4,500,000	4,575,000
O&M Expenses				
Total:				
City Contribution		63,750	3,825,000	3,888,750
Grants		11,250	675,000	686,250

Purpose

The development of an Aquatic Centre is a multi-year project commencing in 2018 and concluding in 2021.

The initial phase of the project will be carrying out a full public consultation including discussions with all major and minor user groups, aboriginal community and stakeholders.

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

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

Background

The City has made an application to the Building Canada Fund, Provincial-Territorial Infrastructure Component for the development of an aquatic centre. The funding available to the City for this project is \$12,900,000.00 which the City must match with \$4,300,000.00

(75%/25% funding). Recent research of other municipalities in the north have indicated that a budget in the range of \$30,000,000 is desirable and therefore the grant application included this amount as a project budget.

The development of an aquatic centre to meet the needs of the community would likely include a facility large enough for additional program space, the provision of a competition pool and revenue generating space to ensure the facility is sustainable and keeps the cost impact to the ratepayers to a minimum.

The current situation within the Ruth Inch Memorial Pool is that the pool has reached its capacity several years ago. There is typically a wait list of approximately 300 – 350 per session for the swim lessons sessions offered, therefore close to a 1,000 annually; the competitive swim club must send athletes to the south to train in a proper sized pool; and, the ability to generate additional funds within the facility is very limited.

CAPITAL FUND - 2018 Capital Projects

The application to the Building Canada Fund identified a budget of \$30,000,000 to ensure that anticipated needs of the community and the City can be achieved. The funding from the program will be received by the City commencing in 2018 and concluding in 2020 with a total of \$12,900,000 over this period. The funding/cost will be as follows:

Year	Phase	Cost	BCF	City
2018	Public Consultation	\$75,000	\$11,250	\$63,750
2019	Architectural/ Engineering	\$4,500,000	\$675,000	\$3,825,000
2020	60% Construction	\$15,255,000	\$7,328,250	\$7,926,750
2021	40% Construction	\$10,170,000	\$4,885,500	\$5,284,500
Total		\$30,000,000	\$12,900,000	\$17,100,000

Triple Bottom Line

Social

An inclusive City. The City of Yellowknife values and promotes independence and is a vital partner in creating an inclusive city where all Yellowknifers have the opportunity to take an active part in the social, economic and cultural life of the community.

Economic

Promoting an environment conducive to attracting, retaining and nurturing business and creating a community where citizens want to live, work and invest.

Environmental

N/A

Operational Impact

It is anticipated that the project will be completed in 2021 with the full impact of the operational costs to be in effect in 2022. It is anticipated that the net operational cost of the facility will be \$1,582,000 with a recovery rate of 65%.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project Ruth Inch Memorial Pool - Re-Siding of Exterior Walls

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		230,000		230,000
O&M Expenses				
Total:		230,000		230,000
Formula Funding		230,000		230,000
Grants				

Purpose

To re-side the exterior of the Ruth Inch Memorial Pool to ensure that the life cycle of the Pool will be met or exceeded.

Background

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

A life cycle facility analysis of the Pool conducted by Williams' Engineering identified many issues that needed to be addressed to ensure the building will meet or exceed its life expectancy. The study found that the exterior finish is showing signs of deterioration due to the combination of extreme weather outside the building and high humidity inside. If the problem with the outer walls is not dealt with soon, moisture will penetrate the walls, leading to deterioration of materials, allowing mold and mildew to develop.

Triple Bottom Line

Social

Inclusivity, safety and health: This project is designed to maintain our facilities so that The City's investments in them are maintained at a standard that will demonstrate that we care for our investments. This project will continue to strive to maintain facilities at a level that will provide a safe, comfortable and fun environment for the citizens and visitors of Yellowknife to enjoy recreation in a manner that meets the needs. This project will also ensure that residents will have a safe facility that will provide programs and recreational opportunity for all those who wish to participate.

Economic

By creating a city where citizens want to live and play, this project demonstrates the city asset management plan to ensure Ruth Inch Memorial Pool will provide programs and services to the citizens of Yellowknife for many years to come. This project supports the city's asset management plan by strategically investing in infrastructure

Environmental

By maintaining the integrity of this building, it will help in reducing energy loss, therefore reducing our environmental footprint.

Operational Impact

No O&M funds have been directed specifically to the exterior of the building. \$85,000 annually is budgeted for Building Maintenance. The majority of the O&M building maintenance is for the interior of the building with the remainder used to cover graffiti on the exterior walls and to replace doors and windows.



CAPITAL FUND - 2018 Capital Projects

Department/Division: Community Services / Facilities Division
 Project Ruth Inch Memorial Pool - Retiling of Pool Interior

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		20,000	20,000	40,000
O&M Expenses				
Total:		20,000	20,000	40,000
Formula Funding		20,000	20,000	40,000
Grants				

Purpose

To retile the basin and floor of the Ruth Inch Memorial Pool.

Background

The Ruth Inch Memorial Pool opened its doors to the public in the fall of 1988. The pool continues to be a popular facility for residents and visitors. In 2010, the City contracted an engineering firm to do a life cycle analysis of the facility. That study identified items that needed to be addressed to ensure the facility meets or exceeds its life expectancy.

Over the past 26 years, City staff have repaired various areas of tiling at the pool. These areas have been getting larger over the years, resulting in increased O&M spending and more maintenance work to complete within the annual shut-down period.

Some pool maintenance issues that need to be addressed include:

Tank

- tiles are lifting and the grout has been eroded
- health concerns: inability to clean the basin properly
- safety concerns: patrons could cut themselves on the sharp, exposed edges of the tiles
- aesthetic concerns: rust stains on tiles

- maintenance concerns: water penetrating the tiles and breaking down the rebar in the slab

Floor

- tiles are lifting and the grout has been eroded
- health concerns: inability to clean the floor properly
- safety concerns: patrons could cut themselves on the sharp, exposed edges of the tiles
- aesthetic concerns: mismatched colors (original color is no longer visible); the facility is showing its age

Triple Bottom Line

Social

This project will create a safe and active City. The tiling of the pool basin and floor will reduce the possibility of lifting and broken tiles, therefore reducing the possibility of injury to patrons using the facility. It will also enhance the longevity of our facility and the ability to provide programs and services to those that wish to participate in them.

Economic

The project falls in line with the City's Asset Management Plan, which was developed to ensure that the quality of life in our city is maintained by investing into our facilities so that they can reach or exceed their life expectancy, and to ensure longevity and safety of our facilities for the patrons to use.

Environmental

N/A

Operational Impact

There will be an impact to the O&M budget.



CAPITAL FUND - 2018 Capital Projects

		2018 Budget Recommended (\$000s)	Formula Funding (\$000s)
Public Safety	Page		
Directorate			
Wildland Fire Mitigation -Emergency Measures	180	125	125
Fire & Ambulance			
Fire Safety Helmets	185	9	9
Fire Extinguisher Trainer	268	12	12
Emergency Medical Services Training Manikin	269	115	115
Portable Radios	186	141	141
Bunker Gear	187	10	10
Propane-Fueled Fire Trainer	271	90	90
Subtotal		502	502

CAPITAL FUND - 2018 Capital Projects

Department/Division: Public Safety / Fire and Ambulance Division
 Project: Fire Extinguisher Trainer

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		12,000		12,000
O&M				
FTE				
Other O&M Expenses				
Total:		12,000		12,000
Formula Funding		12,000		12,000
Grants				

Purpose

To purchase a training device that teaches individuals the basic use of fire extinguishers.

Background

This training equipment would enable firefighters to give fire extinguisher training to other City employees and the general public without the use of hydro-carbon fuels. This equipment makes fire extinguisher training safer and more environmentally friendly. By using this type of trainer, time consuming cleanup and expense associated with using an actual extinguisher is eliminated, which will allow the YKFD to be efficient and train more people in less time.

Triple Bottom Line

Social

The extinguisher trainer will allow for the safe training of one the

cheapest and most effective fire prevention apparatus within our homes or vehicles.

Economic

The extinguisher trainer is an excellent investment in our community, not only for YKFD staff, but City staff in any facility and for the general public during YKFD open houses or other events. Fire prevention and promotion of safe practices are always beneficial to the community.

Environmental

This type of training apparatus allows training to occur without the use of actual fire extinguishers, saving the environment by not over-using any product and keeping those chemicals out of our eco-system.

Operational Impact

There will be minimal impact on operations.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Emergency Medical Services (EMS) Training
 Manikin

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		115,000		115,000
O&M Expenses				
Total:		115,000		115,000
Formula Funding		115,000		115,000
Grants				

Purpose

To purchase a training manikin that will help the Yellowknife Fire Division (YKFD) continue to train and enhance their skills.

Background

The City of Yellowknife responds to approximately 3,500 emergency calls for service each year, 2,800 of which are for pre-hospital care (ie, medivac, ambulance). Over the past 10 years, pre-hospital calls have steadily increased each year.

To ensure that YKFD staff review every possible pre-hospital scenario, training and re-certifications of EMS protocols are essential. This state-of-the-art training manikin will improve the EMS delivery for patients, as it simulates working with a real patient, giving emergency responders a chance to train and review their skills based on actual medical situations.

The manikin simulates all medical problems and speaks to the emergency responders describing what the patient is feeling as well as how the patient presents their symptoms, ultimately contributing to an effective training event. As the YKFD continue to strive to provide

superior customer service, new training technologies will ultimately contribute to enhanced customer service standards and delivery.

Triple Bottom Line

Social

The training manikin will contribute to the safety of Yellowknife residents, as training and recertification of medical skills at the YKFD allow EMS responders to respond more efficiently and effectively.

Economic

The training manikin would be an investment in infrastructure. With the amount of money spent on equipment and training, a simulator or manikin for training towards real life scenarios will allow YKFD staff to continuously improve on their EMS skills.

Environmental

There may be some environmental benefits to obtaining a training manikin, but they cannot be determined at this time.

Operational Impact

There should be minimal operational impact, aside from software or computer updates. The ability to obtain training reports from the manikin will also allow the YKFD to share those results with our contracted Medical Director, for informational and feedback purposes.



CAPITAL FUND - 2018 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Propane-Fueled Fire Trainer

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		90,000		90,000
O&M Expenses				
Total:		90,000		90,000
Formula Funding		90,000		90,000
Grants				

Purpose

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

Background

The propane-fueled fire trainers are designed to provide flexibility with regards to training. The trainers are usually lightweight and can be utilized as a standalone system or with a prop like a car, propane tank, wood pallet or within a dumpster. This provides different training scenarios in accordance with NFPA 1001 standards, which is a job requirement for any firefighter.

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

Triple Bottom Line

Social

The fire trainer assists in properly training staff to deal with a variety of

fire scenarios, allowing for quick deployment in the event of an actual emergency, thereby possibly saving more of the structure in distress.

Economic

The fire trainer is an investment in the training of YKFD staff, and ensures that their skills are kept up to date. This infrastructure investment is particularly important given that the Fire and Ambulance Division only has 24 full-time staff and minimal mutual aid within the vicinity.

Environmental

Being proactive with fire training could prevent further dollar loss to the community by limiting large fires within homes or larger buildings, and allowing staff to be able to action fire scenes more effectively.

Operational Impact

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

CAPITAL FUND - 2018 Capital Projects

		2018 Budget Recommended (\$000s)	M.E.R. Reserve (\$000s)
Public Works & Engineering	Page		
Fleet Management	205	1,119	1,119
		1,119	1,119

		2018 Budget Recommended (\$000s)	Formula Funding (\$000s)	Other Revenue (\$000s)	Land Fund (\$000s)	Grants (\$000s)	Gas Tax Rebate (\$000s)	Community Public Infrastructure Funding (\$000s)
Engineering & Garage	Page							
Traffic Lights Video Detection	209	80	80					
Transit Upgrades (Federal Funded)	211	213	53			160		
Traffic Light Installation - 44 Street & Franklin Avenue	274	500	450	50				
Roads & Sidewalks								
McMeekan Causeway Stabilization	276	450	450					
Road Rehabilitation	213	4,500	779		850		661	2,210
		5,743	1,812	50	850	160	661	2,210

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CAPITAL FUND - 2018 Capital Projects

		2018 Budget Recommended (\$000s)	Formula Funding (\$000s)	Other Revenue (\$000s)	Land Fund (\$000s)	Grants (\$000s)	M.E.R. Reserve (\$000s)	Capital Fund (\$000s)	Gas Tax Rebate (\$000s)	Community Public Infrastructure Funding (\$000s)
Solid Waste Management	Page									
Landfill										
Centralized Composting Program	219	150						150		
		150	-	-	-	-	-	150		-
Community Energy Plan (CEP) Initiatives	222									
Sustainability Coordinator		100	100							
Interior LED Lighting		100						100		
Solar Panels		150						150		
Community Outreach		20	20							
Heat Pipe (PH#1 to WTP)		150						150		
City Hall Boiler Design		130	130							
		650	250	-	-	-	-	-	400	-
Pumphouses/Liftstations (PHs/LSs)	211									
Federal Funded:										
CMP/W&S		6,000				4,500		1,500		
LS#5 Piping		1,313				985		328		
SCADA System Upgrades		650				488		163		
Water & Sewer Infrastructure Replacement	231	4,300						4,300		
		12,263	-	-	-	5,972	-	1,991	4,300	-
PW Subtotal		19,925	2,062	50	850	6,132	1,119	1,991	5,511	2,210

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Roads & Sidewalks
 Project Traffic Light Installation – 44 Street & Franklin Avenue

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		500,000		500,000
O&M Expenses (+6%)				
Total:				
Developer Contribution		50,000		50,000
Formula Funding		450,000		450,000

Purpose

To complete the installation of a signalized intersection to better accommodate the flow of traffic in the area.

Background

On 24 September 2010, Creative Transportation Solutions (CTS) was retained by DCC-NPP Limited Partnership to conduct a traffic impact study of a proposed development known as “Twin Pine Hill” bounded by School Draw Avenue to the east, 44th Street to the south and Franklin Avenue to the west. In the preparation of this traffic impact study, CTS consulted with City of Yellowknife officials to confirm the scope of work, as well as seek input from the Yellowknife Catholic School Board on their concerns for 44th Street.

Since 2010, the use of the land has changed significantly to what is now known as the Summit Development. It has been significantly scaled back from the original development to a 126 multi-family residential development.

A recommendation of the traffic study was that the DCC-NPP Limited Partnership contributes 20.2% towards the cost of a new traffic signal at the intersection of Franklin Avenue and 44 Street based on net increase in traffic volumes resulting from the development.

It is anticipated that the development will be fully built out in 2017 and therefore the traffic volumes would require the addition of the traffic light recommended in the study.

Triple Bottom Line

Social

This project will address increasing resident concerns and observed traffic increases at this intersection and should decrease frustration. It will also create a permanent and safe crossing at Franklin Avenue.

Economic

This project will create additional infrastructure and power requirements at this intersection. The costs indicated for this project are estimates only and may require updating during the 2017 budget season.

Environmental

The environmental impact of this project will be minimal, but it will reduce vehicle idle time associated with queuing at the Franklin Avenue intersection.



Operational Impact

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



Photo: Aerial photograph of Franklin Avenue and 44 Street intersection.

CAPITAL FUND - 2018 Capital Projects

Department/Division Public Works & Engineering / Roads and Sidewalks
Project McMeekan Causeway Stabilization

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost		450,000		450,000
O&M Expenses				
Total:				
Formula Funding		450,000		450,000
Grants				

Purpose

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

Background

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

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

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

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

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

Triple Bottom Line

Social

This structure is the only means of connecting Latham Island to Old Town and the rest of Yellowknife. Any failure of this structure would greatly impact the transportation to and from Latham Island which would include City services such as water delivery, sewage pump out, and garbage collection.



CAPITAL FUND - 2018 Capital Projects

Economic

Any downtime or failure of this structure could represent an economic impact on both residents as well as City operations.

Environmental

This project has several environmental impacts that can be controlled, but care and consideration has to be taken when completing work in and around any water body, particularly fish bearing water bodies.

Operational Impact

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

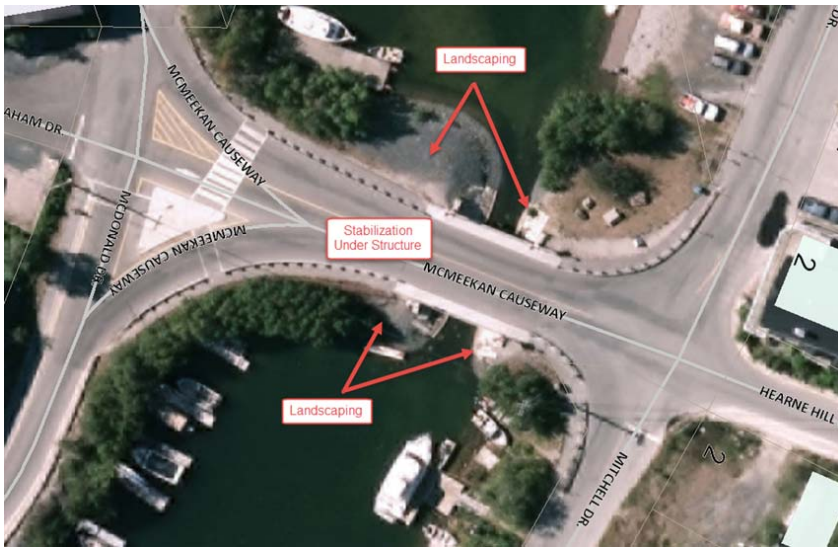


Photo: Aerial photo of the McMeekan Causeway and areas of note.



Photo: Showing erosion control methods failing causing abutment destabilization.

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CAPITAL FUND - 2019 Capital Projects

		2019 Budget Recommended (\$000s)	IT Reserve (\$000s)
General Government	Page		
Information Technology			
Network Renewal and Expansion	136	63	63
GIS Maintenance & Enhancements	140	49	49
Server and Storage Renewal and Expansion	143	59	59
Phone System	236	40	40
Communication Infrastructure Renewal	145	25	25
Security Cameras	147	22	22
Secondary Site & Data Replication	149	13	13
MED In-Car Cameras	280	56	56
Website/ Online Service	244	30	30
Server Room Upgrades	282	100	100
Virtualization	151	29	29
Document Management System	284	25	25
Door Access Controls	153	12	12
Wireless Controllers	286	61	61
Multi-function Devices and Printers	155	56	56
Emergency Operations Centre Equipment	288	11	11
Webcasting	289	75	75
Mapping, Data Collection & Verification	157	19	19
Subtotal		745	745

CAPITAL FUND - 2019 Capital Projects

Department/Division: Corporate Services / Information Technology
 Project MED In-Car Cameras

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			55,850	55,850
O&M Expenses				
Total:				
IT Reserve			55,850	55,850
Formula Funding				
Grants				

Purpose

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

Background

The City of Yellowknife Municipal Enforcement Division has four vehicles that patrol approximately 120 km of municipal maintained roads and approximately 30 km of territorial highways that are within our municipal boundaries (in accordance with the GNWT Motor Vehicles Act). The current in-car camera equipment was purchased for the four patrol vehicles in 2016 with scheduled replacement after 3 years of service in 2019.

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

Under the City's Evergreen Policy, computer equipment is scheduled to be replaced every four years. These camera systems are subjected to severe operating conditions due to weather, road conditions and duration

of use on a daily basis so it is therefore recommended that they are replaced every three years. The Municipal Enforcement Division patrol vehicles have been equipped with in-car camera systems since 2007. Historically it has been determined that after three years of service the cameras begin to require more maintenance and attention from the IT Division. These cameras are highly important to the Municipal Enforcement Division operations. If the cameras are not recording properly it can affect public confidence and the integrity of the Division as the footage is utilized by Administration, the Mayor's office and in Territorial Court proceedings and may also assist towards any possible litigation.

Triple Bottom Line

Social

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

Economic

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



continued provision of essential services to our residents and those agencies or organizations that request our services (other City Divisions, RCMP, School Boards, etc.).

Environmental

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

Operational Impact

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

CAPITAL FUND - 2019 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			100,000	100,000
O&M Expenses				
Total:				
IT Reserve			100,000	100,000
Formula Funding				
Grants				

Purpose

To provide adequate uninterruptible power supply (UPS) services in the City's main Server Room.

Background

The current City Hall Server Room space was allocated almost thirty years ago to accommodate a single IBM System/34 mini-computer. Its contents now include two main distribution frames; three full cabinets of servers, file storage systems, and appliances; three environmental control units; a fire suppression system; and multiple power management systems.

Incremental changes and improvements have allowed the Server Room facilities to generally keep pace with the increased demands placed on them and IT has adopted strategies and technologies to work as much as possible within the limited space constraints. However, significant power challenges remain. City operations are dependent on data centre functionality 24/7/365 and to meet these needs, the room requires reliable backup power. The current system was purchased in 2014 with an anticipated lifespan of five years, making it due for replacement in 2019. The replacement will have a smaller footprint than the current one, and will have a ten year life expectancy with a battery life of five years.

This project helps to ensure that information technology infrastructure is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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



- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Triple Bottom Line

Social

N/A

Economic

This project is a strategic investment in the City's Information Technology infrastructure and is key to maintaining service delivery.

Environmental

N/A

Operational Impact

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

CAPITAL FUND - 2019 Capital Projects

Department/Division: Corporate Services / Information Technology
 Project Document Management System

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			25,000	25,000
O&M Expenses				
Total:				
IT Reserve			25,000	25,000
Formula Funding				
Grants				

Purpose

To assess the continued suitability of the City's existing document management system and identify a strategic approach to future document management at the City.

Background

The City adopted electronic document management in 1998. The initiative, led by the City Clerk, saw the deployment of the then-state-of-the-art Hummingbird DOCS application. Since that time, the product has been re-branded several times and the City has moved along the prescribed upgrade paths to the eDOCS suite currently in use.

By 2019 the system will have been in place for 20 years. New technologies have emerged and client expectations and requirements have changed. It will be prudent for the City to obtain an external evaluation of the suitability of the current system vis-à-vis the existing needs and application marketplace.

This project helps to ensure that information technology infrastructure is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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

Triple Bottom Line

Social
 N/A



Economic

This project is a strategic investment in the City's Information Technology infrastructure. The need to both secure and share information across the corporation is an ongoing challenge and it is important that the best possible tools be available to support staff in this daily activity.

Environmental

N/A

Operational Impact

There will be no operational impacts from the assessment itself.

CAPITAL FUND - 2019 Capital Projects

Department/Division: Corporate Services / Information Technology
 Project Wireless Controllers

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			60,640	60,640
O&M Expenses				
Total:				
IT Reserve			60,640	60,640
Formula Funding				
Grants				

Purpose

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

Background

The Information Technology Division provides wireless network services for City employees at City Hall, the Multiplex, the Fieldhouse, the Public Works Garage, and the Library. As well, wireless Internet access is provided for citizens at City Hall, the Multiplex, the Fieldhouse, the Library, and the Somba K'e Civic Plaza. Utilization of these services continues to increase and it is anticipated that there will be ongoing future growth in both utilization and the number of sites where service is required.

By 2019 the current hardware and software will be at the end of their life expectancy and will not likely interface with the newer, and more secure, wireless protocols. This project will acquire and deploy new controllers with automatic failover to establish redundancy for the City-wide wireless functions, allow for additional access points to expand services, and ensure compatibility with future, more secure, protocols.

This project helps to ensure that information technology infrastructure is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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



and cost effective manner

- Adopt increasingly stringent industry-standard security and data protection practices and procedures

Triple Bottom Line

Social

N/A

Economic

This project is a strategic investment in the City's Information Technology infrastructure and is key to maintaining service delivery.

Environmental

N/A

Operational Impact

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

CAPITAL FUND - 2019 Capital Projects

Department/Division: Public Safety
 Project: Emergency Operations Centre Equipment

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			11,150	11,150
O&M Expenses				
Total:				
IT Reserve			11,150	11,150
Formula Funding				
Grants				

Purpose

To replace the Emergency Operations Centre (EOC) laptops and printers.

Background

In 2016, four laptops and a portable printer were acquired in support of EOC operations. They will be due for replacement in 2019.

This project helps to ensure that information technology infrastructure is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

- Supply ongoing leadership to support and sustain the City's information technology infrastructure

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

Triple Bottom Line

Social

N/A

Economic

This project is a strategic investment in the City's Information Technology infrastructure and is key to maintaining service delivery.

Environmental

N/A

Operational Impacts

Ready availability of basic computer and printer functionality is critical to the rapid deployment of an EOC.



CAPITAL FUND - 2019 Capital Projects

Department/Division: Administration / City Clerk
Project: Webcasting

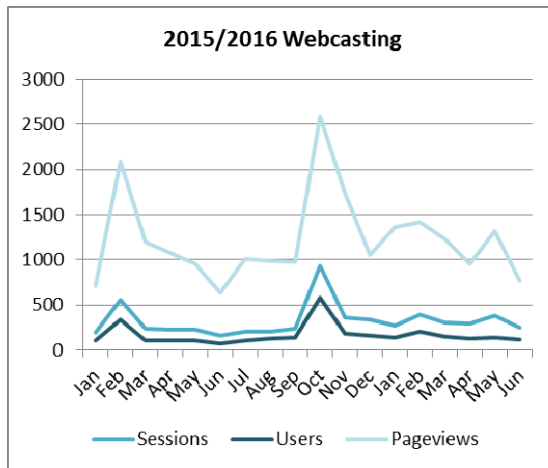
Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			75,000	75,000
O&M Expenses				
Total:				
IT Reserve			75,000	75,000
Formula Funding				
Grants				

Purpose

To replace the webcasting infrastructure.

Background

Webcasting was introduced in late 2014 and has attracted a consistent following.



This equipment will be at end-of-life by 2019 and should be replaced at that time.

This project helps to ensure that information technology infrastructure is in place to provide the tools and services required by employees throughout the organization, and to deliver services to citizens and stakeholders. It does so by contributing to the following Information Technology Division goals:

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

It also addresses these Information Technology Division objectives:

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

- Acquire and deploy new and replacement components in a timely and cost effective manner

Triple Bottom Line

Social

N/A

Economic

This project is a strategic investment in the City's Information Technology infrastructure and is key to maintaining reliable service delivery.

Environmental

N/A

Operational Impact

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



CAPITAL FUND - 2019 Capital Projects

		2019 Budget Recommended (\$000s)	Formula Funding (\$000s)	Grants (\$000s)
Community Services	Page			
Arenas				
Fieldhouse - Floor Cover	292	160	160	
Parks/Trails				
Yellowknife Rotary Park -Trail Extension	174	20	20	
Moyles Park - Multi-use Sport Pad	293	30	30	
Surfacing of Niven Lake Trail	295	210	210	
Park Development - Block 501	296	80		80
Rental Equipment	258	20	20	
Outdoor Recreation Facility	256	1,700	1,700	
Mountain Bike Trail	260	20	20	
Pool				
Aquatic Centre Development	261	4,500	3,825	675
Re-tiling of Pool interior	265	20	20	
Subtotal		6,760	6,005	755

CAPITAL FUND - 2019 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Fieldhouse – Floor Cover

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			160,000	160,000
O&M Expenses				
Total:				
Formula Funding			160,000	160,000
Grants				

Purpose

To obtain a floorcovering that will add greater flexibility to the use of the Fieldhouse while at the same time protecting the integrity of the fields.

Background

The Fieldhouse playing surfaces are in use approximately 9,337 hours annually, of which time 34% (3,175 hours) falls between May and August, and 66% (6,162 hrs.) falls between September and April.

The carpet flooring currently installed does not permit the hosting of non-sporting activities such as trade shows, bingos and exhibitions. In order to accommodate the needs of the community, it is proposed to purchase a *Terraturf* Artificial Turf Cover.

Terraturf is a snap-together portable flooring system that allows for high volume pedestrian traffic. This is an eco-friendly product made of 100% recyclable material.

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

Triple Bottom Line

Social

Yellowknife has a natural and built environment that contributes to the social well-being of its residents.

Economic

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

Environmental

The City strives to maintain quality recreational facilities which lead to active and healthy living choices.

Operational Impact

There will be some impact on O&M.



CAPITAL FUND - 2019 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			30,000	30,000
O&M Expenses				
Total:			30,000	30,000
Formula Funding			30,000	30,000
Grants				

Purpose

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

Background

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

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

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

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operational Impact

There will be minimal O/M impact.



CAPITAL FUND - 2019 Capital Projects

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

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			210,000	210,000
O&M Expenses				
Total:				
Formula Funding			210,000	210,000
Grants				

Purpose

Project Description:

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

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

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

Triple Bottom Line

Social

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

Economic

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

Environmental

The City strives to maintain high quality trails that are accessible to everyone.

Operational Impact

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

CAPITAL FUND - 2019 Capital Projects

Department/Division: Community Services/Facilities Division
 Project Park Development – Block 501

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			80,000	80,000
O&M Expenses				
Total:				
Formula Funding				
Grants			80,000	80,000

Purpose

Block 501 was opened in 2012, and an area named Lot 102 was identified to develop into park space with a playground apparatus for the residents of the area.

Background

As per the 2012 General Plan:

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

This area will need remedial work performed to level the site and prepare it for play structures and other amenities such as grass etc. There is no other City owned play structures in the vicinity so a new park and playground will stimulate young children, and encourage mental and physical growth.

Triple Bottom Line

Social

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

Economic

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

Environmental

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

Operating Impact

There will be minimal operational impact from this project.



CAPITAL FUND - 2019 Capital Projects

		2019 Budget Recommended (\$000s)	Formula Funding (\$000s)
Public Safety	Page		
Directorate			
Wildland Fire Mitigation -Emergency Measures	180	150	150
Fire & Ambulance			
Fire Safety Helmets	185	9	9
Powered Receptacles for Parking	298	25	25
Bunker Gear	187	10	10
Training Gallery	299	40	40
BullsEye Digital Fire Trainer	300	28	28
Subtotal		262	262

CAPITAL FUND - 2019 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Power Receptacles for Parking

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			25,000	25,000
O&M Expenses				
Total:			25,000	25,000
Formula Funding			25,000	25,000
Grants				

Purpose

To install more power receptacles so that more emergency responders can plug their vehicles in during cold weather, especially during group-alerts that require a call-out of additional staff members.

Background

Emergency responders do 14 or 10 hour shifts; leaving their vehicle unplugged for that long will cause the vehicle to not start in the winter months.

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

Environmental

N/A

Operational Impact

There should be minimal operational impacts as the YKFD already has an O&M budget for fire hall maintenance.



CAPITAL FUND - 2019 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project Training Gallery

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			40,000	40,000
O&M Expenses				
Total:			40,000	40,000
Formula Funding			40,000	40,000
Grants				

Purpose

To enhance training equipment used at the City of Yellowknife Fire Division (YKFD).

Environmental

N/A

Background

The Training Gallery is a metal tubular training maze that can be set up in many different configurations so firefighters can train for getting into tight places and extracting victims. This is ideal for setting up in the apparatus bay so firefighters can train in cold months of the winter and will also be utilized in warmer weather at the training facility (airport).

Operational Impact

There will be minimal operational impacts as there should not be major repairs costs to this training gallery.

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

CAPITAL FUND - 2019 Capital Projects

Department/Division Public Safety / Fire and Ambulance Division
 Project BullsEye Digital Fire Trainer

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			28,000	28,000
O&M Expenses				
Total:			28,000	28,000
Formula Funding			28,000	28,000
Grants				

Purpose

Train YKFD personnel and our residents on how to properly use fire extinguishers.

Background

The BullsEye training system uses a laser-driven program that will allow the YKFD to train safely in any setting. With it being a computer program with a screen, the YKFD can conduct important fire safety education training for our personnel and our residents (Fire Prevention Week Open House or Safety Events) in any location.

Using old technology of flash pans and lighting raw fuel to support fire extinguisher training is becoming more difficult with stringent environment concerns. Further, the electronic BullsEye eliminates the time-consuming clean-up and expense associated with recharging an actual fire extinguisher.

The BullsEye Digital Fire Trainer allows the training to be done with no possibility of causing harm to trainees (no real fires) yet it simulates real-life scenarios.

Triple Bottom Line

Social

The improvements to protective equipment utilized on scene will ensure no interruption in essential emergency services to the residents of the City of Yellowknife, contributing to a safe community.

Economic

This project is a strategic investment in Yellowknife's fire and rescue services and ensures the provision of emergency services within the community.

Environmental

More environmentally friendly, no raw fuels needed.

Operational Impact

There will be minimal operational impacts associated with the digital trainer.



CAPITAL FUND - 2019 Capital Projects

		2019 Budget Recommended (\$000s)	Formula Funding (\$000s)	Downtown Development Reserve
Planning & Development	Page			
50 th Street Revitalization	302	1,900	1,400	500
Subtotal		1,900	1,400	500

CAPITAL FUND - 2019 Capital Projects

Department/Division Planning and Development
 Project 50th Street Revitalization (Streetscaping and 50/50 Programmable Plaza)

Expenditures & Funding Sources	2017 \$	2018 \$	2019 \$	Total \$
Capital Cost			1,900,000	1,900,000
O&M Expenses				
Total:				
Formula Funding			1,400,000	1,400,000
Downtown Development Reserve			500,000	500,000

Purpose

To commit funds to revitalizing the “heart” of the City (50th Street) with targeted investment and partnerships which addresses 50th Street Streetscape, and the redevelopment of municipally acquired lots (i.e. 50/50 corner and vacant lots .

Background

The project has been a result of City efforts to revitalize the Downtown through land assembly and redevelopment. A central component of the proposed initiative entails partnership with the Centre Square Mall REITs to encourage upgrades to their building including a new entranceways, façade upgrades, windows and retrofits for expanded commercial space. In year 1 (2016) the funds allocated could be either targeted to the Streetscaping portion or the Programmable plaza contingent upon Council agreeing to a design. Should Council not proceed in 2016 the funds could be set aside for expenditure in 2017.

Realizing Council’s Goal of revitalizing the Downtown requires a committed effort including coordinated capital investment. Over the past five years the City has made significant improvements and investments in Old Airport Road and the Old Town Waterfront with investments exceeding \$5 million. Despite Downtown identified as a

higher priority in Council’s Goals and Objectives, commensurate investment in the core has not occurred.

This lack of investment has implications on residential growth targets as revitalization would mitigate the Downtown decay and decline and create an environment which attracts investment. From a residential growth perspective the 2011 General Plan targets 1/3 of future development toward the Downtown over a 10 year period, with the balance toward “greenfield” areas. Over the past 5 years less than 10% of this growth has taken place in the Downtown, while “greenfield” development continues to exceed targets. Similarly 12% of the required 30% of Land Development Fund revenues (\$3.2 million of \$25 million) has been invested in “revitalization initiatives” over the past 5 years. The project is only one component of a concerted effort needed to revive the Downtown.

Triple Bottom Line

The project aligns with a number of plans including the Smart Growth Development Plan, the General Plan, Economic Development Strategy, and the Tourism Development Strategy.



Social

Investment in the Downtown is required to improve quality of life, pride, and cultural identity. The initiative creates a safer and healthier neighbourhood for all residents by diversifying the land use mix and promoting active transportation. The project creates the opportunity for ongoing community partnerships and cooperation between business, non-governmental organizations and other levels of government.

Economic

The will revitalize an area in decline and thereby attract business investment in the core and address vacant and underutilized properties. Downtown investment is a smart allocation of capital as it generates the highest tax revenues for the City while also having a minimal impact on the infrastructure deficit. The proposed initiative provides the opportunity to address vacancies in the mall and adjacent properties while providing opportunities for business incubation (i.e. food trucks and special events).

Environmental

A compact City with a mix of land uses increases active modes of transportation and reduces the number of motorized trips people take. A more pedestrian/bicycle friendly streetscape would further encourage active transportation. The programmable plaza would serve the entire Downtown and serve to provide a public recreation component that that future residential intensification would depend on.

Operational Impact

General maintenance will be required for emptying garbage bins and landscaping. The latter could be significantly mitigated through irrigation and concurrent infrastructure improvements. It is envisioned that general maintenance expenses could be fully offset through temporary and long-term lease arrangements with commercial operators (i.e. the mall), artists, vendors, and event rental space. Free events and gatherings will serve to increase the vitality of the area and thereby improve the health and private stewardship of the Downtown which will have a further positive impact on operations.

CAPITAL FUND - 2019 Capital Projects

		2019 Budget Recommended (\$000s)	M.E.R. Reserve (\$000s)
Public Works & Engineering	Page		
Fleet Management	205	1,550	1,550
		1,550	1,550

		2019 Budget Recommended (\$000s)	Formula Funding (\$000s)	Community Public Infrastructure Funding (\$000s)
Engineering & Garage	Page			
Traffic Lights Video Detection	209	80	80	
Roads & Sidewalks				
Road Rehabilitation	213	3,300	1,090	2,210
		3,380	1,170	2,210



CAPITAL FUND - 2019 Capital Projects

		2019 Budget Recommended (\$000s)	Formula Funding (\$000s)	Water & Sewer User Fees (\$000s)	Grants (\$000s)	M.E.R. Reserve (\$000s)	Gas Tax Rebate (\$000s)	Community Public Infrastructure Funding (\$000s)
Solid Waste Management	Page							
Community Energy Plan (CEP) Initiatives								
Sustainability Coordinator	222	100	100					
Others (TBD)	222	400	400					
Second PH#1 Biomass Boiler	224	600					600	
		1,100	500	-	-	-	600	-
Pumphouses/Liftstations (PHs/LSs)	211							
Federal Funded:								
CMP/W&S		200		50	150			
LS#5 Piping		175		44	131			
SCADA System Upgrades		50		12	38			
Water & Sewer Infrastructure Replacement	231	3,300					3,300	
		3,725	-	106	319	-	3,300	-
PW Subtotal		9,755	1,670	106	319	1,550	3,900	2,210

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RESERVE FUND

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

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

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

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

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

Downtown Development Reserve: Since 2002, 25% of parking meter revenue has been transferred to the Downtown Development Reserve to fund future projects that impact the downtown area. In 2013 and 2014, the transfer was capped at \$78,000. But starting from 2015 and onwards, the transfer is/will be further increased by any increase in parking meter revenues from the new downtown parking meters.

Heritage Reserve: To develop and maintain heritage sites.

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

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

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

RESERVE FUND

Reserves						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Information Technology						
Opening Balance	807	610	891	750	852	862
To Capital Fund	(319)	(484)	(641)	(598)	(690)	(745)
From Capital Fund	403	500	500	700	700	700
	891	626	750	852	862	817
Major Community Facility						
Opening Balance	2,125	2,785	2,802	2,862	2,932	3,002
From General Fund	77	60	60	70	70	70
From Capital Fund	600	-	-	-	-	-
	2,802	2,845	2,862	2,932	3,002	3,072
Mobile Equipment Replacement						
Opening Balance	2,051	2,032	2,859	1,534	444	485
To Capital Fund	(468)	(1,089)	(3,043)	(1,090)	(1,119)	(1,550)
From Capital Fund	1,276	1,718	1,718	-	1,160	1,550
	2,859	2,661	1,534	444	485	485
Downtown Development						
Opening Balance	477	492	572	587	657	799
To Capital Fund	-	-	-	(75)	-	(500)
To General Fund	(3)	(78)	(78)	-	-	-
From General Fund	98	93	93	144	143	143
	572	507	587	657	799	442

(cont'd...)



RESERVE FUND

Reserves (cont'd)						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
Heritage Committee						
Opening Balance	125	125	163	144	144	144
(To)/ From General Fund	38	-	(19)	-	-	-
	163	125	144	144	144	144
Revitalization Initiative Reserve						
Opening Balance	-	-	-	2,113	3,658	5,275
From Land Fund	-	-	2,113	1,545	1,617	873
	-	-	2,113	3,658	5,275	6,148
Samuel Colley Library Donation						
Opening Balance	209	210	211	212	212	212
From General Fund	2	-	1	-	-	-
	211	210	212	212	212	212
Twin Pine Hill Trail						
Opening Balance	269	270	9	260	260	260
To Capital Fund	(13)	-	-	-	-	-
(To)/ From General Fund	(248)	-	251	-	-	-
	9	270	260	260	260	260
	7,508	7,243	8,463	9,158	11,039	11,580
Opening Balance	6,064	6,523	7,508	8,463	9,159	11,040
Transfers	1,444	720	955	696	1,881	541
Closing Balance	7,508	7,243	8,463	9,159	11,040	11,580

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LONG-TERM DEBT

	2015 Actual (\$000)	2016 Budget (\$000)	2016 Forecast (\$000)	2017 Budget (\$000)	2018 Budget (\$000)	2019 Budget (\$000)
Outstanding Long-term Debt						
Opening Balance	22,865	21,450	21,450	19,990	18,483	16,927
Capital Fund Debt Issued	-	-	-	-	-	1,000
Capital Fund Debt Repaid	(1,415)	(1,460)	(1,460)	(1,507)	(1,556)	(1,656)
Closing Balance	21,450	19,990	19,990	18,483	16,927	16,271
Comprised of						
General Capital	21,450	19,990	19,990	18,483	16,927	16,271
	21,450	19,990	19,990	18,483	16,927	16,271

LONG-TERM DEBT

	2015 Actual (\$000)	2016 Budget (\$000)	2016 Forecast (\$000)	2017 Budget (\$000)	2018 Budget (\$000)	2019 Budget (\$000)
<u>General Capital</u>						
Water Treatment Plant \$20M authorized by By-law 4713 to finance the Water Treatment Plant, with monthly payment of \$139,060.93, including principal and interest at 3.098%	17,276	16,126	16,126	14,940	13,717	12,455
Water Treatment Plant \$3M authorized by By-law 4713 to finance the Water Treatment Plant, with monthly payment of \$21,754.22, including principal and interest at 3.708%	2,636	2,470	2,470	2,298	2,119	1,933
Water Treatment Plant \$839,000 authorized by By-law 4713 to finance the Water Treatment Plant, with monthly payment of \$6,198.00, including principal and interest at 3.981%	739	693	693	645	595	543
TD Debenture authorized by By-law 4729 to re-finance completion of phase one of the Multiplex, with monthly payment of \$9,944.17 including principal and interest at 2.775%, expiring May 2023.	799	701	701	600	496	389
Submarine Intake Line \$1M for 15 years	-	-	-	-	-	951
	21,450	19,990	19,990	18,483	16,927	16,271



LONG-TERM DEBT

Principal Payments and Interest Expenditures

		2015 Actual (\$000)	2016 Budget (\$000)	2016 Forecast (\$000)	2017 Budget (\$000)	2018 Budget (\$000)	2019 Estimated (\$000)	2020 Estimated (\$000)	2021 Estimated (\$000)	2022 & Thereafter Projected (\$000)	Total From 2017 Onwards (\$000)
Debenture#239 Refinancing	Principal	96	98	98	101	104	107	110	113	166	701
	Interest	24	21	21	18	15	12	9	6	3	63
		120	119	119	119	119	119	119	119	169	764
Water Treatment Plant \$20M	Principal	1,115	1,150	1,150	1,186	1,223	1,262	1,301	1,342	9,813	16,127
	Interest	552	517	517	481	443	405	365	324	1,015	3,033
		1,667	1,667	1,667	1,667	1,666	1,667	1,666	1,666	10,828	19,160
Water Treatment Plant \$3M	Principal	160	166	166	172	179	186	193	200	1,540	2,470
	Interest	101	95	95	89	82	75	68	61	199	573
		261	261	261	261	261	261	261	261	1,738	3,043
Water Treatment Plant \$0.839M	Principal	44	46	46	48	50	52	54	56	435	695
	Interest	30	29	29	27	25	23	21	18	60	174
		74	75	75	75	75	75	75	74	495	869
Submarine Intake Line \$1M	Principal	-	-	-	-	-	49	55	57	839	1,000
	Interest	-	-	-	-	-	27	28	26	162	243
		-	-	-	-	-	76	83	83	1,001	1,243
Submarine Intake Line \$19M	Principal	-	-	-	-	-	-	932	1,047	17,021	19,000
	Interest	-	-	-	-	-	-	511	528	3,579	4,618
		-	-	-	-	-	-	1,443	1,575	20,600	23,618
Aquatic Centre \$11M	Principal	-	-	-	-	-	-	561	626	9,813	11,000
	Interest	-	-	-	-	-	-	246	254	1,702	2,202
		-	-	-	-	-	-	807	880	11,515	13,202
Total	Principal	1,415	1,460	1,460	1,507	1,556	1,656	3,206	3,441	39,626	50,992
	Interest	707	662	662	615	565	542	1,248	1,217	6,721	10,908
		2,122	2,122	2,122	2,122	2,121	2,198	4,454	4,658	46,347	61,900

LONG-TERM DEBT

Legal Borrowing Limit						
Year	Assessed Values (\$000's)	Total Revenue (\$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	(2)
1999	1,281,385		256,277	64,069	20,720	
2000	1,249,584		249,917	62,479	19,117	
2001	1,265,922		253,184	63,296	15,123	
2002	1,314,146		262,829	65,707	13,253	(2)
2003	1,388,128		277,626	69,406	13,068	
2004	1,437,217		143,722	71,861	14,910	
2005	1,495,756		149,576	74,788	10,686	
2006	1,524,748		152,475	76,237	8,721	(2)
2007	1,862,823		186,282	93,141	6,422	
2008	1,911,676	52,683	105,366	95,584	6,719	
2009	1,951,056	54,293	108,586	97,553	5,470	
2010	1,984,644	58,674	117,348	99,232	4,690	
2011	2,002,337	62,053	124,106	100,117	3,877	
2012	2,032,685	68,884	137,768	101,634	3,143	
2013	2,068,734	69,494	138,988	103,437	41,302	(2) & (4)
2014	2,975,082	68,231	136,462	148,754	37,972	(4)
2015	3,022,744	65,190	130,380	151,137	36,122	(4)
2016	3,077,856	73,536	147,072	153,893	33,435	(4)
2017	3,144,283	81,506	163,012	157,214	31,489	(4)
2018	3,198,494	81,563	163,127	159,925	29,479	(2) (3) & (4)
2019	3,241,611	75,066	150,131	162,081	28,354	(3) & (4)

Note:

- (1) Prior to 2004, the City's legal limit was 20% of the assessed value of property as per *Cities, Towns and Villages Act* Section 150(2). In 2004, under the *Cities, Towns and Villages Act* Section 112(1), the legal limit was changed to 10% of assessment, and debt service payments were not to exceed 20% of revenue. However starting from 2008, legal debt limit has changed. According to Section 167 of *Cities, Towns and Villages Act*, borrowing limit is two times total eligible revenue and debt service is 25% of revenue. As of December 31/2015, the utilisation of debt limit and debt service was 38.1% and 34.68% respectively.
- (2) General assessment in 1998, 2002, 2006, 2013 and 2018.
- (3) For 2018 and 2019, the assessed values are projection only.
- (4) Includes the debt balance of Yellowknife Condominium Corporate No. 8



10-YEAR FINANCIAL PLAN

10-Year Capital Improvement Plan (2017 – 2026)

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

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

KEY ASSUMPTIONS

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

- The 2017, 2018 and 2019 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document.
- 2020 – 2026 is based on the best estimates of required future “core” funding levels for capital projects. These estimates are based on the use of the City’s Asset Management Planning tool developed in 2011. The funding requirements include a 3% per year inflation factor. This tool has actually allowed the City to extend the planning horizon to 25 years.
- Formula funding and infrastructure funding from the GNWT are expected to remain stable over the ten-year period. Inflationary increases are expected in the formula funding.
- Gas Tax Funding received from Canada will continue as promised by the federal government and as outlined in the renewed Gas Tax Agreement.
- Any additional infrastructure or stimulus grant funding from other orders of government will be used to supplement the annual core funding levels.
- Development costs for residential and industrial subdivisions are not included in this Plan, as it is assumed that all future development costs will be recovered from land sales.
- City will follow the Ten- Year Capital Investment Plan which concentrates on core infrastructure requirements. Each year a new 10th year will be added to the plan. Every three years, the plan will be reviewed in detail and every 5 years the 25 year projections will be expanded.
- In 2013 City borrowed \$23.8 million to finance a new water treatment plant; this has freed up the Gas Tax for other capital projects. Debt

servicing costs for this debt are included in the plan.

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

INFRASTRUCTURE INVESTMENT

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

Currently, planned capital expenditures over the next 10 years are \$222 million. Over the next five years, the planned capital expenditures are about \$150.4 million and it is projected that the City will be caught up on major backlogs by 2018. A sustainable investment in infrastructure has been established and capital reserve of approximately \$6.5 million will be in place by 2026 for unexpected/ unbudgeted emergencies such as major breakdown, early wear and tear and accidents.

10-YEAR FINANCIAL PLAN

CITY OF YELLOWKNIFE 10-YEAR CAPITAL INVESTMENT PLAN	2017 TO 2019 Budget												2017 to 2026
	2,015	2,016	2,017	2,018	2,019	2,020	2,021	2,022	2,023	2,024	2,025	2,026	10 Year Total
Planned Expenditures (\$000):													
General Government	596	747	948	1,040	745	690	690	690	690	690	690	690	7,563
Others	240		350	350		90	90	90	90	90	90	90	1,330
IT Reserve	356	747	598	690	745	600	600	600	600	600	600	600	6,233
Public Safety	317	543	569	502	262	200	200	200	200	200	200	200	2,733
Safety Equipment	127	262	130	125	150	200	200	200	200	200	200	200	1,805
Firehall	190	281	439	377	112								928
Community Services	1,445	359	687	3,986	6,760	17,051	11,894	588	802	802	802	802	44,173
Arenas	1,220		160	130	160								450
RIMP	100			250	20								270
Aquatic Centre				75	4,500	15,255	10,170						30,000
Outdoor Recreation Facility				3,393	1,700	1,704	1,704						8,500
Community Services Others	125	359	527	138	380	92	20	588	802	802	802	802	4,953
Public Works	10,987	15,545	22,831	20,615	13,680	31,253	10,740	14,740	11,240	11,240	11,240	11,240	158,819
CMP replacement	2,795	3,500											0
Other water/sewer projects (Assumes under ground infrastructure)	430	488	15,918	12,503	4,925	3,500	3,000	3,000	3,500	3,500	3,500	3,500	56,846
Pumphouse Upgrades						2,422	700	700	700	700	700	700	6,622
Water Treatment Plant	3,026	150											0
Submarine Intake Line					1,000	19,000							20,000
Lifstation Upgrades						300	300	300	300	300	300	300	2,100
Bus Stops						291							291
Roads & Sidewalks	2,460	3,098	3,743	5,793	4,705	3,500	4,500	4,500	4,500	4,500	4,500	4,500	44,741
Solid Waste Management	850	868	775	550	400	440	440	440	440	440	440	440	4,805
Construction of New Cell		3,711						4,000					4,000
Community Energy Plan	300	665	1,305	650	1,100	500	500	500	500	500	500	500	6,555
Fleet Management	1,126	3,065	1,090	1,119	1,550	1,300	1,300	1,300	1,300	1,300	1,300	1,300	12,859
Planning and Development	600	576	325		1,900	2,100	750	750	750	750	750	750	8,825
Total	13,945	17,770	25,360	26,143	23,347	51,294	24,274	16,968	13,682	13,682	13,682	13,682	222,113
Total Available	15,199	18,177	27,031	24,937	20,364	56,352	19,774	14,800	14,883	14,945	15,558	15,560	224,205
Surplus(Deficit)	1,254	407	1,671	(1,206)	(2,983)	5,058	(4,499)	(2,168)	1,201	1,263	1,876	1,878	
Closing balance	5,968	4,373	6,044	4,839	1,856	6,914	2,414	247	1,448	2,711	4,588	6,465	
Assumptions:													
(1) Based on \$1.7M transfer from General Fund starting in 2018													
(2) Based on 15- year loans at 3% (\$1M in 2019 and \$19M in 2020) for submarine intake line													
(3) Based on 15-year loan of \$11M in 2020 at 2.5% for Aquatic Centre													



MAJOR CAPITAL PROJECTS

General Government

Currently the planned expenditures for the IT infrastructures are \$6.2 million for next ten years.

Public Safety

In addition to regular safety equipment upgrades over the next 10 years, the City is also continuing its investment in modernizing the fire hall to meet growing needs. In 2015 a stand-alone dispatch centre at Fire Hall has been established. This provides a more stable platform from which to manage emergency situations and deal with incoming calls for service.

The planned expenditures over the next ten years on safety equipments and Fire Hall are about \$2.7 million. As well, over the next 3 years the City is planning to spend \$400,000 to implement the wildland fire mitigation emergency measures.

Community Services

Starting in 2018 through 2021 the City is also planning to build a multi-use outdoor recreation facility on reclaimed land from the Con Mine property. This would be developed in conjunction with a potential new subdivision off of Taylor Road. The estimated cost of the project is \$8.5 million over 4- year period but this will be partially offset by land sales in the new subdivision.

In total the planned expenditures for municipal facilities, including parks and trails is \$14.2 million for next ten years. This includes \$8.5 million for new multi-use outdoor facility.

Also anticipated in this 10-year plan, is the design and construction of a new aquatic centre. Originally it was estimated that the Ruth Inch Memorial pool would need to be replaced sometime before 2023. A new pool is required to meet the growing demand for aquatic leisure activity in the City. Estimates have not been finalized but based on the cost of recently completed new pool facilities in northern communities, and depending upon the scope of the project, costs could range from \$30 million - \$40 million. There are also options being considered for an expansion of the existing Ruth Inch Memorial Pool which could result in lower costs. Again, depending on the scope of the

project, the estimate of costs would vary and the City may need to borrow to finance this project.

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

Public Works

The replacement of deteriorated corrugated metal pipes (CMP) first began in 1984. Anticipated to be a 25-year program, there remains a significant amount of investment left to complete the project. Under the Asset Management Plan, this project which will be complete by 2017. While this will specifically address the CMP the City is also planning the subsequent work to replace other aging underground water and sewer infrastructure. Over the next ten years the City will invest \$56.8 million in this area. The investment increases partly due to \$13.7 million funding from Federal Government.

Just as important as the underground infrastructure are the buildings and equipment that form part of the water delivery system that provides residents with excellent water quality. Expansion of the water reservoir was completed in 2008 and the water treatment plant was completed in 2015. This project was partly financed by the borrowing of \$23.8 million.

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

Historically, a majority of the road rehabilitation program has been financed by long-term borrowing (debentures). In 2005, however, the City decided to reduce its reliance on long-term borrowing. For most of the past 8 years, the road rehabilitation funding was also used to build new roads and sidewalks in new subdivisions. As a result, the timely rehabilitation of existing roads and sidewalks has been deferred. The current level of investment has been insufficient, and as a result there is an immediate need to invest \$14.9 million in our existing road system just to address those roads that are in immediate need of reconstruction or overlay. This will be accomplished over the next five years. In order to maintain all of our roads in proper condition, the City will use Formula Funding (GNWT) and MACA Capital Fund to finance the costs of road rehabilitation and over the next ten years the City plans to invest more than \$44.7 million. Some road rehabilitation is also accomplished at the same time as the CMP replacement program using funds from that program.

The mobile equipment fleet has a replacement value of \$16.3 million and must be maintained to meet the service levels expected by residents. Over the next ten years, City has budgeted \$12.9 million for the replacement of fleet.

Solid Waste Management

Landfill Expansion – The current cell of the landfill will be at capacity in the near future. By 2017 the City will move the majority of its operations to a new cell which will cost \$3.7 million to construct. Reclamation of the existing landfill will be ongoing until 2025 with a portion of the area designated for the City's centralized composting site. Another new cell is planned for 2022 with an estimated cost of \$4 million.

Over the next 2 years the City will continue its investment on the centralized composting project. Composting will divert waste from the Solid Waste Facility, reduce greenhouse gas emissions associated with production of methane in the landfill and produce a finished product which is marketable in Yellowknife and usable for many City projects including cover material for the landfill closure. The first phase of the project was rolled out in 2014 and the second

phase in 2015. To date, \$2.8 million has been invested and over the next two years an additional \$0.85 million will be spent. The planned expenditures over the next ten years are \$4.8 million for maintaining the Solid Waste Facility and replacement of equipment.

The City has developed a Community Energy Plan (CEP) designed to support the community in its effort to reduce emissions and ensure City leads by example. Emission reduction targets of 6% by the community and 20% by the City in 2014 over 2004 levels was met in 2014. The CEP provides a framework on how to reduce the cost of energy uses within both City operations and the community. In 2015 the City conducted a CEP renewal plan for consideration by Council. City is planning to spend \$6.6 million over the next ten years on CEP initiatives.

Planning and Development

In 2012 City Council adopted the Yellowknife Harbour Plan and the General Plan. Both plans have a series of recommendations which include initiatives that may attract interest from federal funding agencies. The potential projects include harbour park improvements, trail and boardwalk system and capital area public parks nodes. The City completed three projects to enhance the waterfront area to date– revitalization of the government dock, the establishment of a public park at Pilots Monument, and the development of the park on Wiley Road (Hank Koenen Park). This will improve public access to City's waterfront. In addition to the City-owned Orser Park the City has acquired long-term leases to lands on both sides of the McMeekan Causeway which will provide significant opportunities for enhanced public waterfront access with additional funding support.

The General Plan which was developed largely from the Smart Growth Development Plan incorporated a development phasing strategy to guide growth and infrastructure investment over the next five years including Downtown Revitalization. City has allocated \$3 million by purchasing land on 50th Street and has developed a concept for the 50/50 corner parking lot. The phasing of the redevelopment of this and other areas of the Downtown will be contingent upon future capital funding from the City as well as potential land assembly through the City's Land Development Fund. In 2016 Council has approved transferring 30% of all future Land Development Fund sales towards Revitalization Initiative Reserve for the purposes of targeting land assembly which supports revitalization initiatives within the targeted areas (Downtown, Old Town, Old Airport Road and Kam Lake).



Administration has had preliminary engagement with various private sectors and public interests on these various initiatives, This partnership component is going to take time and also require demonstrated capital commitment from the City. The planned City expenditures over the next ten year are \$8.8 million. Any additional resources obtained from other orders of government for related projects will be used to augment this spending.

FINANCING CAPITAL PROJECTS

City uses GNWT formula funding, government grants, property taxes, water and sewer fees, and solid waste fees and levies to fund capital projects and reserve funds. Currently part of the property tax revenue is used for debt servicing costs. Existing budget policies direct that a minimum of 10% of property tax revenue be used to finance capital projects or debt servicing. The City's Asset Management Plan has identified that a transfer of \$1.7 million per year will support a sustainable capital investment strategy along with the funding received from other orders of government.

Presently the City has several reserve funds. One of them is the Major Community Facility Reserve (MCFR). The MCFR is used to fund major capital projects such as the City Hall and Library renovations. It is our plan to keep MCFR at about \$2.5 million. Any replacement or addition of such facilities will require additional funding from other orders of government and will be subject to detailed public consultation prior to committing funds. In addition, there will be a Capital Reserve in place to meet the emergency/unbudgeted events. The reserve will be about \$6.5 million to be accumulated over the next ten years.

LONG-TERM DEBT

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

As stated before, however, this reduced reliance on debt is now having an

adverse effect on addressing core capital requirements and the portion of the infrastructure deficit related to the linear assets is growing rather than shrinking.

Under the Asset Management Plan, the City has borrowed \$23.9 million in 2013, repayable over 15 years, to finance a new water treatment plant. This has greatly free up the Gas Tax to accelerate other capital projects allowing the City to complete the CMP program by 2017.

The City is planning to borrow \$20 million to finance the replacement of underwater pipeline and this will free up the capital funding for other capital projects and new pool in 2020. Additional borrowing of \$11 million may be required in 2020 if Council and the Public decide to build a new aquatic centre.

It is anticipated that the long term debt will decrease from \$21.5 million in 2015 to \$18.5 million in 2017. However if the City borrows \$20 million for the underwater pipeline and \$11 million for aquatic centre, the debt servicing will increase from \$2.1 million in 2018 to \$2.2 million in 2019 and \$4.7 million in 2021. Both debt and debt servicing are still within the legal limit and have been including in the Asset Management Plan.

SUMMARY

As laid out in the Asset Management Plan, over the 2017 - 2026 planned annual capital expenditures of the City will average \$21.9 million. The City will be caught up on major backlog of linear asset deficiencies by 2018. The Asset Management Plan enables the City to establish a sustainable investment in infrastructure.

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

10-YEAR FINANCIAL PLAN

information becomes available. The planned expenditures in the 10-year Capital plan will be subject to public review by the City's Committees and by Council.

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



The City of Yellowknife (City) Budget lays out where, how, and through which funds, the City's money will be spent. It provides the goals and objectives of each Department, Division and Program, as well as financial information going back one year, the budget and forecast for the current year and the recommended budget for next three years. A first draft of the annual budget is made three years beforehand. Over the next two years, this draft changes as cost estimates and other planned projects, programs or services are revised, cancelled or expanded.

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

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

- **Water and Sewer Fund:** This fund is used for everything related to the supply, processing, and distribution of potable water, as well as the collection, treatment and disposal of sewage. These costs are recovered through charges to service users.
- **Solid Waste Management Fund:** This fund is used for collection, processing and recycling, including the operation of the landfill and baling facility. These costs are recovered through user fees.
- **Land Development Fund:** This fund is used for acquiring, developing and disposing of municipal lands. Including planning and design, land appraisal and surveying, engineering and constructing infrastructure, and sale of lands, as well as utility infrastructure on public right-of-way in new development areas and subdivisions until it is accepted by the City.
- **Service Connection Failure Assistance Fund:** This fund is used for the repair and maintenance of water supply and sewage lines from City mains to customer buildings.
- **General Fund:** This is used for activities not accounted for in other funds. These costs are recovered through municipal property taxes, user fees and grants from other levels of government. Each of the other funds pays an administration fee to this fund to pay for costs such as the billing and collection of revenues.

- **Capital Fund:** This fund accounts for capital projects related to the delivery of services and programs in all Operating Funds such as amenities and infrastructure like parks arenas, sidewalks and underground piping.
- **Reserve Fund:** This is a fund of money set aside that is either not needed for the coming year and is earmarked for a specific future use. Examples are the Samuel Colley Donation Reserve that provides for the Yellowknife Public Library, as well as the Heritage Reserve.

The City of Yellowknife Organizational Structure

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

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

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

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

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

READER'S GUIDE

In creating this document, the following assumptions were used:

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

Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Levy: Taxes that support government activities

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

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



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

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

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

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

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

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

Abbreviations:

Avg.	Average
CCBF	Community Capacity Building Fund
CTV Act	The <i>Cities, Towns and Villages Act</i> (the GNWT legislation which governs municipalities)
GNWT	Government of the Northwest Territories
IT	Information Technology
GFOA	Government Finance Officers Association of the United States and Canada
MACA	Department of Municipal and Community Affairs (responsible for enforcing legislation dealing with municipalities)
MCF Reserve	Major Community Facility Reserve
MER Reserve	Mobile Equipment Replacement Reserve
MSC	Municipal Services Committee
O&M	Operating and Maintenance
PATA	<i>Property Assessment and Taxation Act</i> (GNWT legislation which governs the City's authority to assess and tax)
PSAB	Public Sector Accounting Board of the Canadian Institute of Chartered Accountants
PY	Person-Year
UPS	Uninterrupted Power Supply
WSCC	Workers' Safety and Compensation Commission

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BUDGET POLICIES

GFOA

1. Recommended Budget Policies

Purpose: To establish a guide for budgeting practices.

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

Adopted: September 25, 2000/Implemented November 2000

COMMUNITY ASSESSMENT

2. Stakeholder Concerns

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

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

Adopted: September 25, 2000/Implemented April 2001

3. Community Profile

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

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

Adopted: September 25, 2000/Implemented April 2001

INTERNAL ASSESSMENT

4. Program Assessments

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

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

Adopted: September 25, 2000/Implemented April 2001

5. Capital Asset Assessment

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

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

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

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

Adopted: September 25, 2000/Implemented April 2001

BUDGET POLICIES

6. Management Systems Assessment

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

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

Adopted: September 25, 2000/Implemented April 2001

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

Adopted: September 25, 2000/Implemented May 2001

BUDGET GOALS

7. Council's Budget Goals

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

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

Council shall adopt budget goals that:

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

FINANCIAL POLICIES

8. Stabilization Funds

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

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

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

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



BUDGET POLICIES

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

Adopted: June 27, 2005

9. Fees and Charges

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

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

The budget shall identify:

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

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

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

Adopted: September 25, 2000/Implemented November 2001

10. Debt Issuance and Management

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

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

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

Debt limits shall be as follows:

1. the total amount of outstanding debt shall not exceed 5% of the total current assessed value of all property in which taxes or grants are paid;
2. temporary borrowing shall not exceed \$10 million; and
3. total annual debt servicing costs shall not exceed 10% of the net amount of total revenue less government transfers. Grants-in-lieu of taxes shall not be considered government transfers.

All new debt issued, including temporary borrowing, long-term borrowing, capital leases and other forms of debt, shall be approved by by-law and issued in accordance with the standard purchasing policies of the City.

Debt to be repaid using collections of unpredictable revenue, such as land sales, shall be supported by a cash flow projection that demonstrates that collections of unpredictable revenue will be sufficient to make principal and interest payments.

BUDGET POLICIES

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

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

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

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

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

Adopted: September 25, 2000/Implemented November 2001

11. Debt Level and Capacity

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

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

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

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

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

Adopted: September 25, 2000/Implemented November 2001

12. One-Time Revenues

Purpose: To limit the use of one-time revenues for ongoing expenditures.

Policy: One-time revenues and their use shall be clearly identified in the budget. One-time revenues shall include amounts exceeding \$50,000 from infrequent sale of capital assets, infrequent revenue from land development and non-recurring grants. One-time revenues may be available for more than one year, but are expected to be non-recurring.



BUDGET POLICIES

One-time revenues may be used only to increase fund balances, decrease debt or for non-recurring expenditures such as capital acquisitions, one-time projects, and grants. The budget shall disclose estimated future operating costs and commitments, if any, from non-recurring expenditures.

Adopted: September 25, 2000/Implemented November, 2001

13. Unpredictable Revenues

Purpose: To consider how significant variation in revenue will affect the City's financial outlook and ability to operate programs in the current and future budget periods.

Policy: The budget shall identify each unpredictable revenue source. Unpredictable revenue sources are those revenues with a more than normal risk of varying from budget by more than \$50,000. The collection of revenue shall be considered when determining whether revenue is unpredictable.

The budget amount for each unpredictable revenue source shall be the City's best estimate at the time of the budget. The budget shall include a range of possible revenue amounts including a conservative estimate and optimistic estimate.

For each unpredictable revenue source, the budget shall identify those aspects of the revenue source that makes the revenue unpredictable. Most importantly, the budget shall identify the expected or normal degree of volatility of the revenue source.

Council shall set out in the budget a set of tentative actions to be taken if one or more sources generate revenues substantially higher or lower than projected.

Adopted: September 25, 2000/Implemented November, 2001

14. Balancing the Budget

Purpose: To balance the budget under normal circumstances and provide for disclosure when a deviation from a balanced budget occurs.

Policy: The budget shall be balanced except when reasonably unforeseeable circumstances occur. Examples of unforeseeable circumstances include sudden and severe fluctuations in revenue, major emergency expenditures and significant changes in the value of assets.

The budget shall be considered balanced if:

1. fund balances are within the minimum and maximum limits prescribed in the policy on Stabilization Funds; or
2. the change in balance of each fund meets or exceeds the plan to establish minimum fund balances as prescribed in the policy on Stabilization Funds.

The budget shall disclose whether the budget is balanced. If the budget is not balanced, the budget shall disclose the reasons for not balancing the budget.

The change in balance of each fund shall be determined in accordance with generally accepted accounting principles for local governments and the Financial Administration By-law.

Adopted: September 25, 2000/Implemented November, 2001

15. Revenue Diversification

Purpose: To ensure the City has diverse revenue sources.

Policy: The City shall identify existing potential sources of revenue greater than \$100,000 and consider options to enhance the diversity of revenue sources.

BUDGET POLICIES

The City shall examine sources of revenue to determine:

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

Adopted: September 25, 2000/Implemented November, 2001

16. Contingency Planning

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

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

The budget shall disclose a general financial plan to restore the financial position of the City.

Adopted: September 25, 2000/Implemented November, 2001

POLICIES AND PLANS

17. Program Design

Purpose: To guide program design by developing and adopting policies and plans necessary to implement Budget Goals.

Policy: Council shall provide direction on how to achieve Budget Goals by adopting City-wide policies and plans to guide the design of specific programs.

The policies and plans shall be sufficiently specific to provide adequate guidance for programs design.

The policies and plans shall consider the assessment of the community, the internal assessment, Council's Budget Goals, and the financial policies.

The policies and plans shall include service delivery issues, performance standards, time frames from achievement of goals and other guidance considered beneficial to design programs.

Adopted: September 25, 2000/Implemented November, 2001

18. Capital Asset Management

Purpose: To guide capital asset management by adopting policies and plans for capital asset acquisition, maintenance, replacement and retirement.

Policy: Council shall consider the Capital Assets Assessment and Council's Budget Goals when adopting policies on capital asset management.

Council shall adopt annually five- and twenty-year capital improvement plans. Council shall consider whether the planned level of capital expenditures is adequate to maintain the standards set for capital assets. Council shall not unduly defer capital expenditures.

Council shall provide adequate Capital fund revenue by including, at least:

1. All block funding, except block funding allocated to the Land Development Fund. Block funding shall not be allocated or transferred to the General Fund, the Water & Sewer Fund or the Solid Waste Management Fund;



BUDGET POLICIES

2. Equal to the greater of
 - a) All municipal taxes from mining that are collected or considered collectable, plus 10% of non-mining taxation revenue. Non-mining taxation revenues equals non-mining municipal taxes, net of discounts and exemptions, plus all grants-in-lieu; or
 - b) Debt-Servicing Costs on long-term debt (excluding land-related debt-servicing costs)
3. 30% of water and sewer revenue;
4. 10% of solid waste management revenue; and
5. Local improvement charges.

Infrastructure and land not for resale shall be funded by capital revenue and/or debt, and not by reserves. Capital assets other than infrastructure and land not for resale shall be funded by reserves.

The City shall set aside in reserves the amount necessary to replace capital assets:

1. if the life of the asset is no more than 20 years, over the remaining life of the asset; or
2. if the life of the asset is more than 20 years, over the last 20 years of the life of the asset or the remaining life of the asset, if less.

The City shall set aside in reserves the amount necessary to acquire new capital assets over the period available once Council approves the plan to acquire the new asset.

Adopted: June 27, 2005

19. Budget Type, Presentation and Time Period of the Budget

Purpose: The type of budget, time period covered and the manner of presenting materials in the budget document have a significant practical impact on the City's approach to planning, control and overall management of its programs, services, and finances and on the quality of information provided to stakeholders.

Policy: The *Cities, Towns and Villages Act* states that an annual budget must be adopted by Council prior to the end of the fiscal year; therefore the City of Yellowknife will prepare a three-year rolling budget document which meets the criteria of the GFOA's Budget Presentation Award Program on the basis of program/line item combination (which is currently being used) and the second- and third-year budgets shall be adopted in principle in the first year and then adopted individually each year thereafter.

Adopted: June 25, 2001

20. Amending the Budget

Purpose: The City recognizes that many factors, extraordinary or not, such as changes in Council's goals and objectives, collective bargaining agreements, performance measurements and economic stability, may impact the City's financial position on an annual basis.

Policy: Prior to City Council adopting the second- and third-year budgets, Administration will prepare a summary of significant changes and events that have occurred which may impact on second- and third-year budgets and will provide proposed revisions to the adopted budget in principle.

Adopted: June 25, 2001

BUDGET POLICIES

21. Performance Measures – Financial Condition

Purpose: To monitor and evaluate the financial condition of the City.

Policy: The financial health of the City is critical to its ability to meet the needs of its stakeholders.

Financial condition should be evaluated to identify potential problems and any changes that may be needed to improve performance over both the short and long terms.

Financial indicator measures are developed to monitor financial conditions and achievement of explicitly set financial goals.

Adopted: March 24, 2003

22. Performance Measures – Capital Program Implementation

Purpose: To monitor, measure and evaluate capital program implementation.

Policy: The status of significant capital projects will be monitored to ensure progress as planned, problems (such as delays in key milestones and cost overruns) are identified early enough to take corrective action, funds are available when needed, and legal requirements are met.

Adopted: March 24, 2003

23. Performance Measures – Budgetary Performance

Purpose: To guide program design by developing and adopting policies and plans necessary to implement budget goals.

Policy: Regular monitoring of budgetary performance provides an early warning of potential problems and

gives decision makers time to consider actions that may be needed if major deviations in budget-to-actual results become evident. It is also an essential input in demonstrating accountability.

Budget-to-actual or budget-to-projected actual comparisons of revenues, expenditures, cash flows, and fund balances should be reviewed periodically during the budget period year. Staffing levels should also be monitored. Comparisons for, at minimum, the current year should be included in the budget document and be generally available to stakeholders during discussions related to budget preparation and adoption.

Adopted: March 24, 2003

24. Performance Measures – External Factors

Purpose: To monitor, measure and evaluate external factors that may affect budget and financial performance, and achievement of goals.

Policy: Factors outside the City's control such as the national or territorial economy, demographic changes, statutory changes, mandates, and weather may affect achievement of stated goals. Monitoring these factors helps the City evaluate and respond to the effect of these external influences on goals, programs and financial plans.

External factors likely to impact achievement of goals should be identified and monitored regularly. Results of the analysis should be factored into the assessment of program and financial performance, and considered when making adjustments to these programs. Trends and significant issues may be described in reports to stakeholders discussing program, budget, and financial performance.



BUDGET POLICIES

An assessment of external factors will be reported on in summary form and available to stakeholders. The Economic Outlook report should include, but not be limited to: population projections, employment statistics, Consumer Price Index, new construction values, housing starts, and Gross Domestic Product.

Adopted: March 24, 2003

25. Performance Measures – Stakeholder Satisfaction

Purpose: To monitor and evaluate stakeholder satisfaction with programs and services.

Policy: The main contact with a government for many stakeholders is through the programs and services it provides. It is important for the City to be aware of and respond to stakeholder perceptions of these programs and services. Stakeholder perceptions of the quality of public services is an important factor in their overall perception of the City and their level of confidence in the City's decision-making.

The City will use a variety of ways to access stakeholder satisfaction, including public forums or hearings, focus groups, and surveys. At least biennially, the City will conduct a Citizen Survey which formally assesses satisfaction with programs and services. The Citizen Survey, and any other source or input, will be reported upon using the appropriate technology, and be available to all stakeholders.

Adopted: March 24, 2003

26. Performance Measures – Program Performance

Purpose: To monitor, measure, and evaluate the performance of programs and services the City provides.

Policy: Government functions, programs, and activities should be periodically reviewed to determine whether they are accomplishing the intended goals and objectives.

Performance measures, including efficiency and effectiveness measures, should be presented in basic budget material, including the operating budget document, and should be available to stakeholders. Performance measures should be reported using actual data, where possible. At least some of the measures should document progress toward achievement of previously developed goals and objectives. More formal reviews, and documentation of these reviews, should be carried out as part of the overall planning, decision-making and budget process.

Adopted: March 24, 2004

27. Administration Fees

Purpose: To set administration fees for interfund transfers to the General Fund.

Policy: Council shall transfer to the General Fund an administration fee of:

1. 15% of revenue from the Water and Sewer Fund;
2. 10% of revenue from the Solid Waste Management Fund;
3. a minimum of \$100,000 from the Land Development Fund, subject to achieving the minimum fund balances set out in the Stabilization Funds policy.

Adopted: June 27, 2005

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