



CITY OF YELLOWKNIFE

2018 Budget Questions from Councillors

Q *I was just crunching some budget numbers and it looks like Wages & Salaries are set to increase by 7.5% over 2017 forecast levels. That's an increase of \$1.78 million. Can you please ask Sharolynn to provide a breakdown of that increase in advance of our deliberations?*

A A direct comparison of the 2018 Wages and Salaries budget to the 2017 Wages and Salaries forecast yields a difference of \$1,878,000:

Wages and Salaries 2018 Budget	26,870,000
Wages and Salaries 2017 Forecast	24,992,000
Difference between 2018 Budget and Forecast	1,878,000
	7.51%

Just over 35% of this difference reflects positions that were vacant in 2017 (due to staff turnover) but will be filled in 2018; 13% reflects six more months of pay for the Dispatcher and Fire Fighters who were hired part way through 2017 (they were only paid for six months in 2017 but will be paid for 12 months in 2018); 5% is attributable to filling new positions already approved by Council, while a further 15% is associated with additional positions recommended for 2018, and 2.5% is the additional casual hours to meet demands in Somba K'e Park Civic Plaza and those associated with longer programs; and approximately 6% is the increase in the accrued future benefits in 2018. The remainder of the difference is composed of negotiated increases and increments, which is the true comparable increase over the 2017 forecast.

2017 Vacancies	659,000
Dispatcher and Firefighters (Half year in 2017, full year in 2018)	242,000
Approved Centralized Boiler Maintainer (to be filled in 2018)	88,200
Radio Communications Technologist (approved in principle for 2018)	135,800
Revenue Specialist	115,000
Lifeguard	82,000
Casual Lifeguard Saving	-47,000
Additional Casual Hours	47,300
Accrued Future Benefits	108,700
Negotiated Increases and Increments	447,000
Increase Over 2017 Forecast	1.79%

Q *On page 165 of the budget, it talks about the track access door at the Fieldhouse. It says that the plan is to put it at the bottom of the stairs. Can't folks just take the elevator up and bypass it then? Have we looked at replacing the door at the top with a turnstile and push gate (for strollers and wheelchairs) that are activated with swipe cards (like subway stations and at gyms down south)? Is it a similar price?*

A The turnstile and push gate option was considered but did not provide sufficient security, and the full length



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turnstile was cost prohibitive, hence the recommendation to move the door to the main level. The plan also calls for the elevator to be equipped to require a card swipe to activate access to the second floor. These measures are intended to reduce the number of users accessing the track without payment, which is resulting in almost \$46,000 per year in lost revenue.

Q	<i>p.95-96 – 2017 forecast for corporate services capital projects is almost double the budget: -why the unbudgeted \$321K for dispatch services; \$50K for one-stop shopping; \$75K for voice radio support?</i>
A	<p>The Dispatch Services money has been carried forward for a number of years. It reflects funding received from the GNWT's Community Capacity Building Fund.</p> <p>The One-Stop Shopping forecast has also been carried forward from previous years, and at the time the budget was drafted it was to be used in 2017 to complete the office space changes associated with the One-Stop Shopping initiative.</p> <p>The Voice Radio Support equipment allocation has also been carried forward. It will be used to provide the necessary diagnostic and repair equipment once the Radio Technologist position (approved in principle for 2018) has been filled.</p>
Q	<i>p.149 – Disk Expansion – are we doing all we can to prevent/eliminate unnecessary storage of files we no longer need? (implementing policies/protocols for file storage across all departments)</i>
A	<p>The growth in storage requirements is not driven by how many spreadsheets or memos staff create and store or how long they are kept, rather it is forced by the growing adoption of computer-based solutions, all of which have high storage requirements for operating systems, applications, data, and documents. For example, the online permitting service means that plans, drawings, and photos are now stored electronically; the web-based hiring tool means that resumes, evaluations, and onboarding documents are now stored electronically; and the absolute dependence on email creates huge electronic files (some users have almost 100,000 messages in their mailboxes).</p> <p>The City's centralized document management system provides a common repository for most of the City's digital assets. All new documents have been stored within the system for over a decade, and as older paper documents are scanned into the system, it improves their accessibility and availability and in many cases eliminates the need to retain the paper copy, freeing up much needed physical space. It is more efficient and cost-effective to store documents electronically rather than on paper, especially since the City's file storage rooms are over-filled and hallways are now being used for paper document storage.</p>
Q	<i>p.152 – Electronic Tendering – also listed on p128 under Website Enhancements – duplication?</i>
A	<p>No.</p> <p>The Website Enhancements initiative involves ongoing improvements to online service delivery. Given the increasing need to do more with less, the City is turning to electronic solutions and this allocation assists in implementing and improving electronic service delivery, which is well-utilized by citizens and offers a more efficient way to do business.</p> <p>The Electronic Tendering project is a separate entity that will specifically address the way the City handles its competitive procurement processes, and move it towards the full electronic tendering stipulated by the Canada-Europe Comprehensive Trade Agreement.</p> <p>The City's existing competitive procurement services, which include email notification of opportunities,</p>



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electronic document downloads, and automatic distribution of addendums, have been well-received by proponents, and have streamlined bid management significantly.

This project will expand the services to include online bid submission and thus further enhance transparency of the evaluation process. For example, when proponents submitting a tender enter costing details the proposed system will ensure all required values have been entered and will then perform all mathematical calculations, thus eliminating the possibility of incomplete information or incorrect math. Proponents responding to a request for proposals will be required to enter information for each evaluated factor, providing much greater structure to their submissions and hence more transparency to the evaluation step.

Q	<i>p.251 – Revitalization Initiative Reserve – do we have any sort of plan for what we may spend this on? Do we have a timeline for developing a plan?</i>
A	The \$1.5M allocations identified in each of 2019 and 2020 are for the 50/50 Lot projects.
Q	<i>Does summary on p42 include Visitors Centre (both GNWT transfer and expenses) or is it recorded elsewhere?</i>
A	The GNWT transfer is included in the Grants, and the expenses constitute about 11% of the Department’s total expenditures.
Q	<i>p.42 note #2 is unclear. What is the “Eco Impacts Study”? Is this page assuming that we will receive a \$50K grant for the university feasibility study? Any city contribution envisioned?</i>
A	The “Eco Impacts Study” references the Economic Impacts component of the Post-Secondary Feasibility Study. It will proceed if external funding is secured, so the potential \$50k is shown as part of the \$100k Grant.
Q	<i>p102 Retail Revitalization Strategy – how much control does the City have/what levers once we find out responses to questions?</i>
A	The City will have full control over the next steps once the strategy is completed, and could decide next steps based on the final report.
Q	<i>What is the 1.16 increase in staff for arenas/parks for? –p44 Why is this needed now?</i>
A	There is some reallocation of staffing between the Fieldhouse and Arenas. This includes shifting Supervisory staffing hours to more accurately reflect their area of responsibilities. Previously their wages were primarily reported in the Fieldhouse, going forward to 2018 and beyond it includes Arenas as well. Additions to Parks Casuals also account for the increase to offset the staffing cost associated with operating Somba K’e washrooms, which has never been accounted for in the budget process.
Q	<i>Why do we need an extra fulltime lifeguard if our programming and facility haven’t changed?</i>
A	The programming at the pool has been changed over the past few years. We have continued to offer more programs throughout the year, including adding Sunday mornings which has typically been reserved for rentals and special events as well as sharing pool time with other groups. As well, the City continues to have a high number of kids on waitlists (averaging approximately 300 per session). It is proposed that this will be alleviated by hiring additional full time staff to increase the stability in the staffing model and lead to the ability to offer more programs.
Q	<i>p.46 What is the explanation for the sudden decrease in grants by more than half vs. 2016 and 2017?</i>
A	In 2016 the City received funding in the amount of \$100,000 to kick off the Canada 150 celebrations on December 31, 2016. An additional \$225,000 was received for the Canada Day activities as part of Canada 150.



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	These funds are not available in 2018 and onwards therefore the amount of grant funding is lower.
Q	<i>P.46 - Why have curling club expenditures increased by 50% in a year? P.49 – seems to be due to big jump in power costs – why?</i>
A	The Curling Club receives approximately 25% of the heat generated through the heat recovery unit from the Community Arena ice plant. Starting in 2018, the costs associated with this heat are being allocated to the appropriate facility: 60% to the Pool, 25% to the Curling Club, and 15% to the Community Arena.
Q	<i>p.51 – Why the big drop in user charges for Parks (half of 2016/17)?</i>
A	Over the past few years, the revenue for parks has been averaging between \$90,000 and \$114,500. This is made up of field/diamond rentals, cemetery fees and equipment rental revenue. This City has reduced the number of items available for rent which has resulted in the decrease in revenue. Over the past several years, the revenue from equipment rentals has ranged from \$50,000 to \$78,000.
Q	<i>p.52- Fieldhouse – any expectation of increased revenues due to Climbing Wall coming online in 2018?</i>
A	Yes, based on information from the Climbing Club we expect an increase in revenue of approximately \$35,000 to \$40,000. This has been calculated utilizing the membership numbers that the Club currently has plus some additional rental revenue.
Q	<i>p.54 – Grants for Recreation to go down drastically because of Canada150 but expenses for Celebrations haven't gone down proportionally – what celebrations are we planning in 2018 that we aren't getting funding for?</i>
A	The number of Special Events offered over the past five years has increased from 15 to 35 annually. Funding over the past five years, not including Canada 150 funding, has ranged between \$117,000 and \$171,000. The \$165,000 identified in the 2018 budget reflects this range and the number of Special Events is expected to be consistent, around 35 for 2018. Staff is diligent in seeking and obtaining outside funding, but because we are not assured of the success of grant applications it is not recorded in the budget.
Q	<i>p.159 Bike Park – how were numbers for 2018/19/20, and split between formula funds and grants arrived at? Are the 'grant' amounts what we expect the Club to raise on their own?</i>
A	When the City was first approached by the Mountain Bike Club, the project was for trail development on the back portion of the McMahon Frame Lake Trail. At that time the same model as the Rotary Trail development was discussed with the Club. They were amenable to this arrangement and \$20K was allocated in each of 2018, 2019, and 2020 for the City to purchase materials and the Club to build the trails. The project changed in the summer of 2017 when it was understood that the Club would be contributing \$25k in each of 2018 and 2019; this are the numbers included in the Budget document. However, subsequent to the Club's presentation to Council on November 20 th , 2017, administration met with them and clarified that their current position is that they require a three-year, no-cost lease, will need a \$50k up-front contribution from the City for design work, and although they currently have no available money for the project, they have committed to raising funds.
Q	<i>Club says they would need \$50K from City in year 1, on top of their own fundraising</i>
A	See previous answer.
Q	<i>p. 161 – Frame Lake Trail Extension – how soon might we be able to apply for federal funds – could also consult Sustainability folks as they've been keeping tabs on funding opportunities as part of CEP Plan</i>



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A	Administration is always mindful of the various grants available for projects and/or proposed projects. In a meeting with Ecology North a few funding programs were discussed including the opportunity from Sustainability as well as the FCM Green Municipal Fund and the Federal EcoAction funding.
Q	<i>p.123 Computer Aided Dispatch – if major improvements on dispatch stations are required according to Master Plan and to meet requirements of 911; could this capital item be coordinated with those improvements?</i>
A	The funding requested on page 123 is to replace key hardware components. The existing equipment will have provided three years of service by the time it is replaced and because it supports critical services 24/7/365 it is strongly recommended that it be replaced before it fails. This must be done regardless of if or how the GNWT rolls out 9-1-1 service.
Q	<i>p.177 – Wildland Fire Mitigation – every year we are told reason #1, that we need to review our kits/equipment (why keep reviewing every year?); and with #2 – don’t want to fund if the outcome is like what happened behind Parker Park. How can we ensure it is done differently, and are budget estimates based on the same kind of work/assumptions/framework that led to the Parker Park debacle?</i>
A	<p>Every year, Administration will discuss the required number of structural protection kits with the GNWT Department of Environment and Natural Resources (ENR), who uses those kits for structural protection throughout the North Slave. After every winter season, ENR reviews the snow load and the amount of moisture and makes recommendations and predictions for the upcoming fire season. If we continue with growth in the south end of the City, and have another forecasted year of low water and dry conditions, the City should continue to review the number of structural protection kits within our complement for Wildland Fire Mitigation.</p> <p>In 2017, there was a communication error between the City and the contractor performing the work behind Parker Park where additional trees were removed. Going forward, to improve the process, City Administration will conduct a public consultation prior to fire smart activities taking place near any residential neighbourhoods and park spaces. This will allow Administration to demonstrate the difference between fire smart activities for your home, versus what the community has to undertake in developing a community fire guard. In areas that are not near residential neighbourhoods, such as around Engle Business District, the City will still communicate the process being used and will ensure that if we do use a contractor again, that we set very clear expectations of the contractor and the work to be performed.</p>
Q	<i>p.179 Portable Radios – would this year’s order simply be added to the 2017 order (doubled) or do we have to go through a whole new RFP process?</i>
A	The radio budget from 2017 will be a carry-over as we are exploring options for other brands of radios that may also be water and dust proof, ensuring public-safety grade units for our YKFD first responders so that we may continue to try and use a local vendor for the purchase of the radios, chargers, microphone and all other required components. The existing radios are no longer supported after 2017 for parts, so will be considered surplus.
Q	<i>p.180 & 183 – if these gear/helmet replacement needs are ongoing (every year), why don’t we just increase the O&M budget to accommodate?</i>
A	The GNWT <i>Fire Prevention Act</i> regulations include NFPA Guidelines that require all protective gear to be replaced within 10 years from the date of manufacture. The YKFD O&M does not currently have the capacity to keep up with these dollar amounts during the replacement cycle.
Q	<i>p.182 – need to see breakdown for each year of proposed improvements and budget for each</i>



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A	<p>2018</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Paint for floor</td> <td style="text-align: right;">\$6,000</td> </tr> <tr> <td>Washers (Designed for Turnout Gear)</td> <td style="text-align: right;">4 @ \$4,000 = \$16,000</td> </tr> <tr> <td>Dryer (Capable of Drying Five Sets of Gear at Once)</td> <td style="text-align: right;">\$8,000</td> </tr> <tr> <td>Installation (Electrical, Ventilation, Plumbing)</td> <td style="text-align: right;">\$9,000</td> </tr> <tr> <td><i>Total for 2018</i></td> <td style="text-align: right;"><i>\$39,000</i></td> </tr> </table> <p>2019</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Additional parking spaces</td> <td style="text-align: right;">\$26,000</td> </tr> </table>	Paint for floor	\$6,000	Washers (Designed for Turnout Gear)	4 @ \$4,000 = \$16,000	Dryer (Capable of Drying Five Sets of Gear at Once)	\$8,000	Installation (Electrical, Ventilation, Plumbing)	\$9,000	<i>Total for 2018</i>	<i>\$39,000</i>	Additional parking spaces	\$26,000
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Q	<i>Why would extra parking spaces cost \$26K?</i>												
A	<p>Most of the cost is attributable to electrical work.</p> <p>The budget allocation (\$26k) is to install the steel piles, and do the electrical work (which entails pulling conduit and wires from the control panel on the far side of the Fire Hall). It is based on an estimate from a local electrical contractor.</p>												
Q	<i>Re: repainting and sealing the apparatus bay floor every 5 yrs – is this the standard/protocol for every floor in every facility? Seems like overkill.</i>												
A	<p>Similar to the vehicles, the Yellowknife Fire Division works constantly to ensure our apparatus is clean, as well as the environment that they work within – that includes the repainting of the floor, as the floors are mopped twice per day, which also takes a toll on the floor, as does the approximate 3,600 times per year the ambulance departs and then returns to the apparatus bay. This is not standard procedure in every facility, but the Fire Division works to ensure a sanitized environment to ensure our ambulances and fire apparatus do not get contaminated. The YKFD does monitor the floor to determine the best time to re-seal the floor.</p> <p>The fire fighter job description lists the requirement to, “Perform preventative maintenance on property, apparatus and equipment” and includes some of the duties related to it. When the call volume is busy, there is some lee-way in the completion of tasks; however, fire fighters in the majority of jurisdictions do their own maintenance on equipment and their building as part of station-duties.</p>												
Q	<i>p.184 – Why does the new generator have to be relocated to the outside of the fire hall; is this related to the biomass boiler project? -What new information was gained in 2017 to lead to doubling of the project cost?</i>												
A	<p>After working with the contractor to look at the electrical load for the building and the equipment housed within the building (new dispatch equipment, back-up IT infrastructure, new addition), it was determined that the generator needs to be larger than the original generator for the facility. The Department of Public Works was also consulted on the size of the generator and the ability to put the generator into the existing location (as Public Works has completed many back-up generator projects within the community for liftstations and pumphouses). It was determined that a new generator should be located outside of the existing space as there was not enough indoor space to house the unit and accommodate future maintenance.</p>												
Q	<i>Slow sales in Grace Lake-are 2018 land sale predictions based on hope they will pick up (what evidence?)? What are our options if they don't? Any way to slow down on developing/spending?</i>												
A	<p>The marketing plan and disposal process was approved in 2016 by Council. Administration can review the inventory during the General Plan based on future land use projections.</p>												
Q	<i>p.157 – Lakeview Heights Playground – is the \$80K grant a transfer from the Land Fund? Why is it not fully covered from the Land Fund?</i>												



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A	The \$80k grant is a MACA Sports Grant; the decision to allocate the grant and the Formula Funding reflects an administrative decision to make the best possible use of available funding.
Q	<i>p. 186 – Explain the \$242K spent in 2017 on ‘Housing & Affordability Strategy/Eco Housing’?</i>
A	The City has confirmed with CanNor that this project is actually closed; the 2017 Forecast will be corrected accordingly.
Q	<i>p.186 – Why was an unbudgeted \$255K spent on Hank Koenen Park in 2017; more than initial investment in 2016??</i>
A	\$300k was budgeted for this work in 2016; \$239k was spent and the remainder was carried forward. The final 2017 forecast is still being finalized; however some cost overrun is due to drainage issues that had to be addressed.
Q	<i>Budget presentation mentions an extra \$30K for increased maintenance of roads/sidewalks – where is this reflected in the budget doc? (don’t see this)</i>
A	The Snow Removal Contracted Costs increased from \$62,800 to \$92,800, which is reflected in the Snow and Ice Control Activity on page 79. The numbers on page 79 reflect the total of all Roads and Sidewalks O&M G/L allocations spread across the activities based on percentages that reflect the relative amount of resources spent on each activity. Therefore the \$30k is effectively spread over all of these activities.
Q	<i>p.79 – What are user charges for Roads/Sidewalks?</i>
A	These are the royalties associated with material extraction from the sandpits.
Q	<i>p.193 – Why was fleet replacement program \$1.5 million over budget in 2017; and did this come straight out of MER reserve?</i>
A	The Fleet Replacement forecast for 2017 includes \$1.28M of carry forward for a new fire truck. This expenditure was approved by Council in 2015 but due to the long lead times for special order apparatus like this the unit was not received until 2017. The Fleet Replacement program is funded from the Mobile Equipment Reserve.
Q	<i>Why was annual paving program \$600K over budget?</i>
A	The \$600K was used for the paving of Block 501, which Council approved.
Q	<i>Solid Waste Mgmt – why 6 large unbudgeted capital items in 2017? Especially – why were two upgrades on baling facility unbudgeted for?</i>
A	All of these were carry-overs going back as far as 2014.
Q	<i>Ban Commercial Cardboard \$25K – I thought this was carryover still; why is it being recorded as spent in 2017?</i>
A	This will be carried forward; there are no plans to spend these funds this year so the Forecast will be corrected.
Q	<i>p194- Water&Sewer – why \$111K unbudgeted expense for pump replacement/new plant; unbudgeted \$133K liftstation generator/capital upgrades?</i>
A	These expenditures reflect funds carried forward from previous years.



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Q	<i>p.201 – traffic light at 44th st – any updated traffic count?</i>																					
A	No recent traffic studies were conducted because Council directed staff to budget for the installation of a new traffic light at this intersection. Council did not direct staff to determine if a traffic light is required and bring back the evaluation.																					
Q	<i>Any traffic counts for Range Lake/Finlayson intersection near NJ?</i>																					
A	Administration has not undertaken any recent traffic counts for this intersection.																					
Q	<i>p.204 – Causeway stabilization – If the onset of the problem was 2010, have there been problems since then? Any inspection since 2011?</i>																					
A	The same issue still exists and is getting slightly worse every year that we put off doing the work. The longer we put off the work the greater the chance the cost of repairs will increase.																					
Q	<i>Has a new sidewalk for Borden Ave near Mary Brown’s been incorporated anywhere into this draft budget?</i>																					
A	Yes. Carry-over funding from the Federal funding the City received for making transit stops more accessible will be used to cover the cost of the paved sidewalk/pathway, which will make one of the transit stops on Borden Drive more accessible.																					
Q	<i>Grants (p.22-23) – was \$11,500 leftover in sponsorship grants in 2017?</i>																					
A	No. The difference between the budgeted amounts and the allocation amounts is forecast to be \$2,000. In December 2016 Council approved \$468,000 in grant funding. The 2017 Forecast amounts reflect the allocation decisions made by Council on March 13, 2017 when it unanimously approved Motion # 0042-17:																					
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	The difference between the Budget and the Allocation will be transferred to the Community Grant Reserve, as per the direction in Council Motion # 0042-17.																					
Q	<i>community service grant totals – why \$68,250 budgeted in 2017 but \$110,300 forecast – mistake??</i>																					
A	See above. The forecast reflect the direction provided by Council on March 13, 2017.																					
Q	<i>I have one more budget question- why/how was it decided by admin to postpone the 4 additional firefighter PYs to 2019, aside from the fact it will save us money? Was there some other rationale for why this item is lower priority or why a mid-2018 start could be a problem?</i>																					



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A Originally the four positions were to be added for October or November of 2018. The rationale was that the four new Fire Fighters who started in July 2017 would be finishing their probationary period in July 2018 and the late 2018 timeframe for further hires would give the duty crews a three or four month break from the additional workloads associated with training and working with a new probationary Fire Fighter (except if vacancies arose and had to be filled).

During the budget planning process, Administration considered postponing the hiring until January of 2019 as a way to reduce 2018 expenditures (and therefore taxes) by deferring the associated salary and equipment costs to 2019, while still adhering to the intent of the Fire Master Plan. This recommendation was included in the presentation made at the Council/Admin Budget workshop held on August 30, 2017.

Q *One more follow-up question for Christine - and I don't need a response until we get into budget deliberations. This past weekend I was speaking with someone who has pretty intimate knowledge of GNWT finances and collective bargaining and she told me that over the last decade (2008-2017) NWT inflation has added up to 16% and GNWT negotiated raises for unionized employees have added up to 18% (this does not include compounding - it is a simple addition of the annual raises). Looking back at our number of employees in 2008 and our total wages and benefits per capita, and comparing them to 2017, it looks like our number is 35% over that same time period.*

This rough calculation is not an apples to apples comparison, so I'm hoping you can provide me with a list of our annual negotiated wage increases from 2008-2017 so that I can do a more accurate comparison.

A The negotiated wage increases are:

Year	PSAC	IAFF	MED
2008	3.5%	January – 2.5% July – 2.0%	4%
2009	4%	6%	4%
2010	6.5%	6%	5%
2011	2.5%	6%	3%
2012	2.5%	4%	3%
2013	2%	January – 3% July – 3%	3%
2014	2%	3%	2.5%
2015	3%	3%	3%
2016	2%	2%	1.5%
2017	2%	2%	1.5%

When considering a comparison between the City and the GNWT it is important to note that salaries are only one component of a compensation package: leave allowances, health benefits, pay grid potential, job descriptions and responsibilities, historical pay rates, and other factors are quite different between the two organizations.

Q *Taxes as they relate to the Capital Fund: how do we show where the transfer from the General Fund is spent in the Capital Fund? Essentially what heading would that fall under on a typical table showing the funding sources (Gas Tax, Formula Funding, Reserves, etc...)*



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A Tax dollars go into the General Fund, and from there a portion is transferred to the Capital Fund. The Capital Fund is then used to fund projects and pay down debt, and to save for future projects.

The specific funding sources for each project are identified to make the best possible use of available funds, as some sources (such as the Gas Tax) can only be used for specific purposes.

Q *How much of the Mayor/ Council travel budget was actually used up in 2016 and 2017?*

A	Budget	Actual
2016	\$50,000	\$28,478.60
2017	\$50,000	\$12,497.69
		(as of September 30, 2017)

Q *Regarding the proposed School Draw parking lot, if we decide to reduce the scope and revise the budget downward, is it possible to create a total budget below what was approved last year and free up some of the carryover funds for other projects in 2018, or are those funds locked away and untouchable?*

A The 2017 budget for this project is funded by Formula Funding so it could be freed up for other projects in 2018 if Council chooses to do so.

Q *If it is possible to free up carryover funds, could admin please provide an estimate of how much a gravel (unpaved) parking lot at School Draw would cost? (I anticipate this would include grading, granular materials, the concrete roadway structures, and appropriate signage but not the asphalt (or not most of it), pavers, sidewalk widening, planters, kiosk, or sculpture).*

A The costs for just leveling with gravel and a bit of concrete work would be in the range of \$120K - \$150K depending on how much concrete work was expected.

Q *Does Fire & Ambulance have any data on call volumes in the second half of 2017 and whether or not they may have decreased (or increased) in relation to investments in Housing First, SOS van, Sobering centre etc?*

A	Ambulance Calls for substance abuse (drugs, alcohol, propane, or any substance that causes an altered affect)
Year	
2015	267
2016	555
2017	445
	(as of November 30)

Q *Is the Bristol Pit snowboard park a City owned facility? Does the City provide O&M funds/services?*

A The City owns the land but is currently finalizing a lease with the Ragged Riders Snowsports Society to formalize the use. The City contributes resources in the amount of approximately \$2,500, which includes arranging for the snow to be delivered from the airport and the cost of power.

Q *How much \$ has the City invested in improvements to Tommy Forrest ball park within the last 5-10 years?*



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A	<p>The City invested \$60,000 in Capital funding in 2015; these funds were augmented by \$26,000 from the Yellowknife Men's Fastball Association.</p> <p>As well, the City has paid approximately \$20,000 for the disposal of the bleachers that the Association had torn down due to lead paint contamination, and \$15,000 for the safety screen along the Franklin Avenue fence line.</p>
Q	<p><i>If a new playground, green space, and picnic area were added to Tommy Forrest, wouldn't that add to City O&M costs?</i></p>
A	<p>Playgrounds are required to be inspected annually by certified Playground Inspectors. The City has four certified Inspectors, therefore the playground inspections will be addressed by City. The anticipated cost per year is \$4,000 which will be absorbed into existing O&M.</p>
Q	<p><i>"The turnstile and push gate option was considered but did not provide sufficient security": What's not sufficient about it or what type of security level do we need? And what was the cost?</i></p>
A	<p>The turnstile and push gate option would have enabled people to access the track by going either over or under the device. This would not have met the objective of fairness in operations as people would have still been able to access the track without payment.</p>
Q	<p><i>And is the idea that we put the track door at the bottom and then the staff at the desk are supposed to crack down on multiple people going in on one card? For \$100k, I want to make sure that we're engineering a solution that will solve the problem.</i></p>
A	<p>The purpose of relocating the door is so that it can be better monitored by staff to ensure that each customer is a paying customer.</p>
Q	<p><i>What's our projected tax increase for 2019?</i></p>
A	<p>6.04%</p> <p>The rate noted on page 32 is incorrect; a revised page will be distributed.</p>
Q	<p><i>What's the \$75k Anti-Poverty Initiative?</i></p>
A	<p>This was brought forward by Council during the Budget Workshop on August 30th.</p>
Q	<p><i>Is \$300k for community safety officers included in the 2018 amount?</i></p>
A	<p>The \$300k for community safety officers was in the 2017 budget, contingent on legislative changes and matching funds from the GNWT, Department of Justice. The Department of Justice will not consider legislative changes at this time, therefore the \$300k was not transferred to 2018 within this budget document.</p>
Q	<p><i>How far can we project for the Land Fund's opening and closing balances? Are we going to continue to grow a deficit in this fund in the coming years, or do we anticipate coming back in the black soon?</i></p>
A	<p>The City budgets land sales very conservatively so if the sales are higher than budgeted, then the closing balance will be higher. The closing balance will also change if Council decides to change the percentage of land sales transferred to the Revitalization Initiative Reserve.</p>
Q	<p><i>So Cannon didn't pitch in as much as we anticipated for the DMO? In the 2017 budget, we were hoping that Cannon was going to pitch in \$280k and we'd pitch in \$70k for a total of \$350k a year. Are we still able to achieve our deliverables with \$130k less a year?</i></p>



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A	Cannor waited until the City budget was approved to start reviewing our application. Their approval was dependent on Council's approval. When Cannor advised us of the approval we only had less than two weeks to spend the year one money. At that point Cannor was concerned that we would not be able to spend that amount within their fiscal year. The deliverables were reviewed, adjusted by month/year, and are still achievable within the total project timeline.
Q	<i>Pg 99: It says that a visitor levy is targeted to be in place in 2018. Does the GNWT support that timeline too? Or are we suggesting the voluntary levy in 2018, if we can't get the legislative changes in time?</i>
A	The draft legislation should be in the legislative assembly for 1st and 2nd reading in the February/March sitting. The City proceeding with establishment of a levy depends on the amendments to the <i>Cities, Towns, and Villages Act</i> being approved by the GNWT. We have not proposed a voluntary levy and we do not have support from the hotel association or the Explorer for a voluntary levy.
Q	<i>Pg 119: Is this the wages of a summer student?</i>
A	Yes
Q	<i>Pg 121: With replacement scheduled for year four, aren't we a little early? If they were replaced in 2015, it's only been in use for 2-3 years.</i>
A	<p>A functioning computer provides vital access to information and safety monitoring of staff and situations. It is so critical to operations that if the computer is not working the vehicle is pulled out of service, negatively impacting the Officers' ability to do their job.</p> <p>The older of the existing units has been in service for over four years, the new ones for over three years. In-vehicle use inherently subjects them to harsh circumstances, including temperature extremes and a lot of rough movement, and they are becoming increasingly unreliable. This creates unacceptable downtimes, and added significantly to the IT workload.</p> <p>Replacing all of the units at once provides economies of scale when purchasing, simplifies installation (all four are installed in the same manner), and reduces support costs.</p>
Q	<i>The 2017 funding was supposed to be used to hire a consultant to identify the requirements, so why do we still have "insufficient details to determine the specific timing and logistics of the move." When will we have certainty? How do we know if \$100k is enough or too little? And last year, we only used \$10k of the \$50k. So do we really need \$140k this year?</i>
A	<p>There are still many unanswered questions about when the move will actually take place, and therefore what will be required.</p> <p>In 2017, work focussed on ensuring the facility in the new hospital will meet the City's requirements. Some consultant time was utilized, but staff undertook a lot of the work themselves to maximize the amount of funding available for the physical move. As there are still no definitive timelines for the move, detailed planning has been put on hold so as not to waste time and money on efforts that might have had to be redone as more information became available. It is recommended that the funding remain in place to ensure the move can be completed safely and properly.</p>
Q	<i>Pg 156: Why isn't the DND paying for their flooring? It's only used by them. The public doesn't have access to their upstairs gym, correct?</i>



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A	In 2002 the City and DND entered into a contribution agreement where the City received \$1M to construct the Multiplex Gymnasium. The City owns the entire facility and DND effectively paid \$1M in prepaid rent. Every time they utilize the gym their hours are tabulated and it is deducted from the \$1M. This also includes their exclusive use of the mezzanine level which houses their workout area. There is a yearly fee applied to that area which again, is deducted. It is anticipated that with their current use the \$1M will be fully utilized by approximately 2022 but no later than 2032 as per the agreement. The City is the owner and operator of the gym and therefore is responsible for maintenance.
Q	<i>Pg 157: I know Shauna asked this question, but I'm a little unclear on the answer still. Why is the playground for 501 coming from the capital fund and not the Land Fund? Because the land wasn't purchased from the City so there's no \$\$ in the land fund? If there's no money in the land fund for this project, it makes sense to use the MACA funding, but if there's money in the land fund, then why wouldn't we reallocate MACA's \$80k to another capital project and use the Land Fund?</i>
A	Block 501 was a transaction between the GNWT and the developer. Therefore it had nothing to do with the Land Fund and thus the Land Fund should not be used to finance the playground. The MACA Sport Grant can be used for any recreational related project, so Administration recommends it be used for this project.
Q	<i>Pg 159: Does "Other Grants" represent the Club's contribution? Have we costed out how much O&M is?</i>
A	Yes, at budget preparation time it was understood that the Club would be contributing \$25k in each of 2018 and 2019. However, subsequent to the Club's presentation to Council on November 20 th , 2017, administration met with them and clarified that their current position is that they require a three-year, no-cost lease, will need a \$50k up-front contribution from the City for design work, and although they currently have no available money for the project, they have committed to raising funds. No O&M costing has been done as it is not yet clear what will be built.
Q	<i>Pg 163: Have we talked to the GNWT about what their campground plans are? What City dept will lead this study? Once the levy is established, could we use visitor levy \$\$ for this? Would tourism studies be eligible for funding?</i>
A	This initiative was brought forward at the Budget Workshop on August 30 th . Project leadership and consultation will be done once the project is approved by Council. The visitor levy cannot be used to fund this type of thing – it is specifically designated for destination marketing (i.e. getting visitors to come to Yellowknife as a destination).
Q	<i>Pg 174: The \$45M budget for the pool – is this budget for a lite or deluxe edition (with water slides, splash parks, meeting rooms, etc.) - i.e. what type of pool are we basing this draft budget figure on?</i>
A	Potential capital costs range from \$30M to \$60M. The \$30M is based on other northern developments and the \$60M is based on the Asset Management replacement cost prepared by Dillon Consulting.
Q	<i>Pg 185: Are we currently doing this training with a service provider? Will there be a reduction in training costs?</i>
A	The propane fueled fire trainer will allow the Fire Division to conduct further training with our staff with live fire. Once the equipment is procured, there will be some training from the vendor to operate the equipment and the Chief Officers will develop a training plan for the equipment for the Officers (Lieutenants) to conduct with their platoons as part of their regular training activities.
Q	<i>Pg 191: Do we just need funding for one year? Will this cover all of the consultation for the General Plan?</i>



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A	The General Plan may extend past 2018, however the intent is to have the contract in place in 2018 and if needed we can identify what portion needs to be carried over for 2019. The consultation required for the General Plan will be led by the consulting team and the Planning and Development Dept. Policy, Communications and Economic Development will oversee (approve) all external messaging in partnership with Planning and Development. Corporate social media, advertising and other medium will be used. Policy, Communications and Economic Development has already begun implementation of a Planning and Development Communications Plan related to the Operational Review, and the General Plan will follow in that plan.
Q	<i>Pg 210: Is the \$440k what's left to do, after we invest \$310k in 2018-2020.</i>
A	Gallery 2 on page 210 is the entire list that remains to be done before any investment. So once we invest the proposed \$310K there will be additional \$130K required to complete all the intersections in town.
Q	<i>Pg 219: What's are we doing this year? \$150k on consultation and engagement?</i>
A	The 2018 project will roll out compost collection to Multi-family units, and include engagement, consultation and capital costs associated with providing the kitchen catchers to all residents in each Multi-family unit.
Q	<i>Pg 227: With no Gas Tax Funding going to this project this year, it's all taxes correct? In the 2017 budget, we had \$400k in Gas Tax Rebates pegged for 2018. Why did we change that? What's the return on investment for solar panels? Are we having success with the ones that we've installed over the past two years?</i>
A	The source of funding for capital projects can change from year to year. In 2018, Administration recommends allocating all Gas Tax funding (\$5.1M) to water and sewer infrastructure replacement projects instead of scattering it among different projects. This makes the funding reporting to MACA simpler. In 2019, the City Hall Biomass Boiler (\$900,000) will be funded by the Gas Tax.
Q	<i>Pg 235: Is "Other Grants" just Feds \$?</i>
A	Yes
Q	<i>Pg 259: Where's the money coming from to develop the Niven Ravine Lake Trail in 2018? I don't see it anywhere else in the budget.</i>
A	It will be financed by the Land Fund (page 86).
Q	<i>Pg 262: For the vote on borrowing \$11 million for the new aquatic center, when would that happen? During the 2018 election? If it's not in 2018, I guess the money to run that vote would be in the 2019 budget?</i>
A	The process and timing are being discussed by Administration and will be finalized when final borrowing requirements are known.
Q	<i>Pg 263: It doesn't appear to be a major policy, but since we haven't included a "Community Profile" section in the budget, should we alter or remove this policy? It says: "Council shall ensure that the report is reasonable, complete and included in the budget." Maybe I'm reading it too literal and that it just has to be "considered" vs "included" in the budget process?</i>
A	This policy, like several relating to the budget process and document, is dated and no longer reflects current practises. The Community Profile was last included in the 2015 Budget. Administration is committed to reviewing and updating all of the Budget Policies in early 2018.



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Q	Pg 265: If the Land Development Fund should have no less than nil, will we be in compliance in 2019 and 2020, when the Fund is in a deficit
A	This is another example where the Budget policy is no longer strictly adhered to. The 2018 review will assess this – and all budget policies – in the context of current best practices and past Council direction.
Q	<i>Have we built the carbon tax into our expenditures? How much do we anticipate paying, if the GNWT treats us like everybody else and doesn't return any of it? Any update from them on it?</i>
A	We haven't incorporated any expenditure estimates for carbon tax in the 2018 budget, given GNWT has not yet established its approach – no update yet from them after the broad consultations earlier this year.
Q	<i>So if they implement it, will we just be over-budget next year? Has anybody run preliminary numbers to see how much we'd have to pay? I know it's not the full amount in 2018 so maybe it's just a couple million but still wondering if it's the right budgeting practice not to include it. I defer to staff, but just want to make sure it's been considered and that I understand the reasoning, if people ask.</i>
A	There are still too many unknowns to make a reasonable estimate for 2018 budgeting purposes, and given that the GNWT hasn't yet established its approach even though the budget-based communities are now finalizing their 2018 financial plans, it may be that implementation will not happen until 2019.
Q	<i>Stanton Equipment Relocation - I know we talked about this; but wondering why the equipment can't stay in the actual building, why does it need to be relocated?</i>
A	The future of the building is unclear and the GNWT has indicated that the City must move its equipment.
Q	<i>When was the engineering study done on the pool?.If it's in the document sorry i missed it...</i>
A	The City carried out a full engineering study of the entire RIMP facility in 2010. In 2017 we followed up with an assessment on the exterior.
Q	<i>Where in the budget do we find the cost for all the Municipal Enforcement Hires..Each time we hire a new ME we have a recruitment and on boarding cost...is that cost in MED or HR..?</i>
A	<p>The Human Resources average recruitment costs varies for each position, depending on a number of factors. Online advertisements are inexpensive, any newspaper ads would be additional costs (not usually for MED Officer positions), and interview costs are internal with the HR Officer and MED Manager. The biggest cost is relocations, if the Officer is from down south or another northern community. The average cost per individual full-hire is approximately \$2,500.</p> <p>The cost to outfit an MED Officer with uniform, protective equipment, duty belt, protective vest, and winter apparel is \$2,400 – on average.</p>



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Q Just to close the loop on the question below, I've added up the annual negotiated increases to try and compare them to the GNWT (18%) and Inflation (16%) over the last decade. I wasn't quite sure how to deal with the couple of years where we had mid-year increases, but here is what I came up with:

Negotiated Pay Increases (%)	PSAC	IAFF	MED
2008	3.5	3	4
2009	4	6	4
2010	6.5	6	5
2011	2.5	6	3
2012	2.5	4	3
2013	2	4.5	3
2014	2	3	2.5
2015	3	3	3
2016	2	2	1.5
2017	2	2	1.5
Total % Increase	30	39.5	30.5

A The area of compensation and benefits is complex and nuanced alright. I'm coming in late in the conversation you've had with Administration on this, so bear with me as I catch up; it's a topic I spent a lot of time on when at GNWT.

Looking solely at the negotiated % increases in various collective agreements is a very telling part of the overall compensation and benefits that an employer provides, but it can be a partial reflection of the monetary benefits/terms negotiated within the overall financial mandate set by the employer. I'm not sure how the City has developed its negotiating mandate previously, including the financial cap, but I imagine there was a financial cap set for the proposed timeframe and the % increases and other monetary benefits had to fall within that cap.

In my experience at GNWT, there have been other terms negotiated beyond the % increase that have a financial impact. For example:

- in 2009, GNWT negotiated with the UNW that 4 of the unpaid "Donny Days" would become paid time off (the 5th day had been negotiated as paid time off in the previous round of negotiations) – this resulted in a lower % increase but more paid time off for unionized staff
- in 2015, NWT Teachers Association agreed to a 0% increase in the 1st 2 years of their agreement with the GNWT but received more time off during the school year/reduction in hours



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Part III – Answered December 5th

Q	<i>Can we get an estimate for the service contract cost now, what it will be once the position is in place, and the cost for the position itself?</i>
A	Current contract costs are approximately \$120,000 per year, but given the age of our equipment we have been advised by the contractor that this is expected to be increasing to about \$140,000 in 2018. The Radio Communications Technologist would cost \$135,800 in 2018 and the City could access as-and-when support for an estimated \$5,000 per year.
Q	<i>Does the Interior LED Lighting project on page 227 reflect carry over or new funding?</i>
A	This is new funding.
Q	<i>Can we please get a list of capital items (and associated costs) approved in previous budgets that have not yet been carried out?</i>



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Project	Carry Forward	2017 Budget	2017 Forecast
Carry Forwards from 2016 to 2017			
General Government			
Corporate Services			
Dispatch Services	\$321	\$0	\$321
L.A.N. System - Network Upgrades	\$4	\$44	\$48
Server Replacement	\$6	\$49	\$55
Satellite Imagery	\$5	\$0	\$5
GIS Enhancements	\$14	\$20	\$34
Communication Infrastructure	\$21	\$16	\$37
Security Camera	\$6	\$20	\$26
Secondary Site & Data Replication	\$4	\$12	\$16
One-Stop Shopping	\$50	\$0	\$50
Voice Radio Support Equipment	\$75	\$0	\$75
Community Services			
Parks			
Twins Pine Hill Trail Development	\$259	\$0	\$259
Sculpture Installation/ Painting	\$45	\$0	\$45
Cemetery Expansion/Irrigation	\$54	\$105	\$159
City Hall Upgrades	\$38	\$0	\$38
Pool Upgrades	\$38	\$0	\$15
Library Washroom Development	\$57	\$0	\$57
Public Safety			
Directorate			
Wildland Fire Mitigation Emergency Measures	\$11	\$125	\$136
Fire and Ambulance			
FDM Software	\$10	\$0	\$10
Aggressor Jackets	\$8	\$0	\$8
Paving & Foundation Repairs	\$67	\$30	\$97
Planning and Development			
Housing & Affordability Strategy/ Eco Housing	\$242	\$0	\$242



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Public Works			
Engineering and Garage			
Survey Equipment & AutoCad Software	\$17	\$0	\$17
Fleet	\$1,489	\$1,088	\$2,577
Solid Waste Management			
Site Restoration	\$212	\$0	\$212
Baling Facility Upgrades	\$100	\$0	\$100
New Landfill/ Landfill Expansion	\$148	\$0	\$148
Bailing Facility- Mechanical Upgrades	\$48	\$0	\$48
Landfill Fire Control & Risk Reduction Plan	\$25	\$0	\$25
Ban Commercial Cardboard	\$25	\$0	\$25
Centralized Composting Study/ Pilot Project	\$154	\$700	\$854
Community Energy Plan			
CEP Energy Efficiency Fund	\$1,912	\$1,205	\$3,107
Water and Sewer			
Pump Replacement Program	\$61	\$0	\$33
PHs & LSs- Water Meter Replacement	\$14	\$0	\$14
Backup Power Liftstation Generator Installation	\$90	\$0	\$90
Annual Water & Sewer Replacement	\$83	\$2,880	\$2,963

Carry Forwards for Projects not in the 2018 Budget:			
6001-5-6571	Streetscaping	\$255	
6317-5-6570	Concrete Front Ramp	\$3	
6402-5-7670	New Parking Meters	\$54	
9355-5-7670	Lift Stations Exhaust Fans/Capital Upgrade	\$43	
9703-5-6570	W&S- Service Repairs	\$23	

Q *Can you please tell me how much our tax base grew by in 2017? And by that I mean our percentage growth in assessment value, not percentage growth in taxes dollars collected.*

A

Year	Total Taxable Assessment	Change in Assessment
2014	\$2,977,728,570	42.87%
2015	\$3,024,188,270	1.56%
2016	\$3,080,475,220	1.86%
2017	\$3,148,359,580	2.20%
2018	\$3,183,576,490	1.12%

2014 reflected a General Assessment.

Q *I would like to see these for the last 5 years if possible.*

A Please see above.



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Q	<p><i>Is it true that if we cut the 2018 Capital Fund expenditures by any more than \$500K, then it won't make any difference in terms of lowering the proposed tax increase?</i></p> <p><i>Couldn't some of the Formula Funding go into operational expenditures instead of Capital projects?</i></p> <p><i>Or could some of the user charge revenues currently being allocated towards Capital go towards O&M instead to offset the proposed tax increase?</i></p>
A	<p>The Capital Fund is intended for significant investments that will establish assets with a long lifespan. To that end, it can be thought of as a type of savings account: money should be transferred to it each year to both pay for current initiatives and to build up a balance that can pay for future initiatives.</p> <p>The 10-Year Financial Plan on page 258 of the Draft Budget illustrates this longer-term nature of the Capital Fund. It summarizes the anticipated capital expenditures for each of the ten years and factors in borrowing for major initiatives, and then recommends transfers from the General Fund into the Capital Fund to try to ensure that the Fund maintains a positive balance.</p> <p>For example, in the near term the City must address the Submarine Water Intake Line and interest has been expressed in building a new Aquatic Centre. Given current timelines, both of these will require major expenditures in 2020 so the "Total" line for 2020 is significantly higher than in other years. To make this possible, administration has proposed borrowing for both projects and transferring \$500k into the Capital Fund in 2018 and transferring \$1.7M into it in each of 2019 and 2020.</p> <p>The recommendation to transfer \$500k in 2018 will leave the fund in a deficit balance for 2018, but will result in a lower potential property tax increase in 2018 than had the initially-recommended transfer of \$1.7M been made because taxes are based on the General Fund.</p> <p>Formula Funding is directed to specific types of uses and projects. Administration allocates it, and all funding, based on these stipulations. Similarly, User Charges are collected for specific purposes and should be used for these purposes.</p>
Q	<p><i>And is it possible to go through the General Fund and dig out other items that could be considered Capital - eg. if firefighter gear can be considered capital, could MED officer uniforms/gear be considered capital too? What other kinds of "Materials" could we find in the Public Safety or Public Works budget that could be considered capital?</i></p>
A	<p>As explained above, the Capital Fund is intended for significant investments so it would not be advisable to use it for clothing and uniforms. While there is some Fire Fighter gear requested in the 2018 Capital budget, this is not likely a practise that will continue.</p>



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Part IV – Questions from December 4th Deliberations

Q	<i>Why is land sold from our inventory considered an expenditure?</i>																												
A	The Land Development Fund supports the acquisition and development of land for resale to the general public or to developers. It is funded by land sales and land leases, and is used to pay for the acquisition, development, and disposition of municipal lands – in other words to pay the costs of getting land ready for use. The Land Fund expenditures on page 9 reflect these costs.																												
Q	<i>Why are revenues higher than expenditures? A motion will be made to decrease revenues to equal expenditures.</i>																												
A	<p>The Budget Summary on page 9 shows 2018 total anticipated revenues of \$78,573k, and total projected expenditures of \$91,871k. For purposes of discussion, amortization is generally factored out of the expenditure total as it is the remaining \$77,500k that is available for actual spending.</p> <p>Page 9 also shows that the City must make \$1,556k in debt principle repayments in 2018. Taking all of these factors into consideration, the overall fund balance is projected to decrease by \$483k.</p> <p style="text-align: center;"><i>Summary (000s)</i></p> <table border="0" style="margin-left: 40px;"> <tr> <td>Total Revenues</td> <td style="text-align: right;">\$78,573</td> </tr> <tr> <td>Total Expenditures</td> <td style="text-align: right;">-\$77,500</td> </tr> <tr> <td>Debt Repayment</td> <td style="text-align: right;">-\$1,556</td> </tr> <tr> <td>Balance</td> <td style="text-align: right;">-\$483</td> </tr> </table>	Total Revenues	\$78,573	Total Expenditures	-\$77,500	Debt Repayment	-\$1,556	Balance	-\$483																				
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Q	<i>What portion of the fuel on page 17 is oil and what portion is pellets?</i>																												
A	<p>The heating fuel budget in the General Fund is assumes that City’s biomass district system at the Multiplex is operational by mid-2019.</p> <p>The Utility-Fuel allocation went from \$638,000 in the 2017 Budget to \$704,000 in the 2018 Budget, an increase of \$66,000.</p> <p>In both the 2017 Forecast and the 2018 Budget, heating oil accounts for roughly 77% of the total, and while pellets account for 23%. This ratio is expected to change once the centralized boiler at the Multiplex is fully operational.</p> <p>The anticipated changes in consumption trends for next three years are as follows:</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;"><i>2017 Forecast</i></th> <th style="text-align: center;"><i>2018 Budget</i></th> <th style="text-align: center;"><i>2019 Budget</i></th> <th style="text-align: center;"><i>2020 Budget</i></th> </tr> </thead> <tbody> <tr> <td>Heating oil (%)</td> <td style="text-align: center;">76.50</td> <td style="text-align: center;">78.27</td> <td style="text-align: center;">65.36</td> <td style="text-align: center;">50.61</td> </tr> <tr> <td>Pellet Heating (%)</td> <td style="text-align: center;">23.50</td> <td style="text-align: center;">21.73</td> <td style="text-align: center;">34.64</td> <td style="text-align: center;">49.39</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">100.00</td> <td style="text-align: center;">100.00</td> <td style="text-align: center;">100.00</td> <td style="text-align: center;">100.00</td> </tr> </tbody> </table> <p>The heating cost budget also reflects these inflationary indices:</p> <table border="0" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: center;"><i>2018 budget</i></th> <th style="text-align: center;"><i>2019 Budget</i></th> <th style="text-align: center;"><i>2020 Budget</i></th> </tr> </thead> <tbody> <tr> <td>Heating Oil (%)</td> <td style="text-align: center;">9.09</td> <td style="text-align: center;">6.87</td> <td style="text-align: center;">4.21</td> </tr> </tbody> </table>		<i>2017 Forecast</i>	<i>2018 Budget</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	Heating oil (%)	76.50	78.27	65.36	50.61	Pellet Heating (%)	23.50	21.73	34.64	49.39	Total	100.00	100.00	100.00	100.00		<i>2018 budget</i>	<i>2019 Budget</i>	<i>2020 Budget</i>	Heating Oil (%)	9.09	6.87	4.21
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	Pellet Heating (%)	2.19	2.04	1.96
Q	<i>What is included in the Planning and Development Materials object on page 68?</i>			
A	This object includes expenditures for office overhead, Heritage Committee, Heritage Committee Projects, Heritage Committee art collection, Building Inspection materials, Planning & Lands research & mapping, and Lands survey and transfer costs.			
Q	<i>Will the answers to questions previously submitted by Council be posted to the website?</i>			
A	Yes			
Q	<i>Is the 2017 Forecast for the Homelessness Employment Program (\$0) on page 47 correct?</i>			
A	The amount is included in the forecasts for other Activities; it will be separated and a new page printed.			
Q	<i>Can the Homelessness Employment Program be funded from the Downtown Revit fund ?</i>			
A	<p>Reserves are typically intended to serve as savings accounts for major, long-term initiatives that cannot realistically be funded from the General Fund.</p> <p>The Downtown Revitalization Reserve was established by Council in May 2016 for the purpose of targeting land assembly which supports revitalization initiatives within Downtown, Old Town, Old Airport Road and Kam Lake. Because this reserve focuses on land assembly, the Homelessness Employment Program is not a good fit within its parameters.</p> <p>The Downtown Development Reserve was established to fund future projects that impact the downtown area. If the Homelessness Employment Program was to target the downtown area, it could be a legitimate expenditure from this reserve. However, Council will need to consider if this is optimal given indications that homelessness is impacting almost all areas of the city.</p>			
Q	<i>Can Administration differentiate why items are listed under General vs. Capital?</i>			
A	In general, significant expenditures that will result in long-term assets are considered Capital investments. In practise there can be some differences in how “significant” and “long term” are interpreted, and over time departmental interpretations and applications have varied. Administration is aware of these challenges and in early 2018 will be reviewing the City’s current practices in the context of budgeting and financial reporting best-practises and establishing more consistent guidelines for future financial plans.			
Q	<i>How old does a resident have to be to apply for a Library card on their own?</i>			
A	Fourteen.			
Q	<i>Could administration provide a high-level analysis of overtime savings that would result from hiring additional Fire Fighters in October 2018 rather than January 2019?</i>			
A	<p>Overtime at the City of Yellowknife Fire Division (YKFD) has historically been just over \$200,000 per year. The actual expenditures are; \$211,110 in 2015, \$299,367 in 2016 and \$162,390 to the end of October of 2017. Any additional staff for the YKFD will not always translate into a decrease in overtime rates as the YKFD operates an emergency service and the overtime expenditures noted above are primarily for:</p> <ul style="list-style-type: none"> • minimum manning coverage (ensuring enough members are available for the duty crews); • coverage for officers to lead the platoon (so another Lieutenant or Senior acting in that position); or • group alerts for larger scale incidents, fire, rescue or hazmat or to back-fill the Fire Hall with off-duty staff for emergency calls outside of the community (on the highway, Ingraham Trail). 			



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The call volume increased in 2015, primarily for medical calls. While the YKFD primarily does 88% or more in medical calls, it is the fire, rescue or hazmat calls that are higher risk for our fire fighters and usually require additional man-power.

Additional staff for the YKFD was not considered to remove overtime costs, but rather to provide an adequate number of personnel for those larger emergency scenes. The number provided through the Master Plan document also considered a very important factor for any remote community; there is no mutual aid readily available for the City of Yellowknife in the event of a large scale emergency.

While communities near Edmonton or Grande Prairie can rely on mutual aid with surrounding community, the YKFD can utilize some personnel from the Yellowknife Airport, depending on availability, however, there are no other full-time fire services near the City.

Q	<i>Can administration quantify the cost of doubling snow removal efforts on cul-de-sacs and tertiary roads?</i>
A	The anticipated cost is \$200,000 per year.
Q	<i>Can administration provide additional call volume statistics?</i>
A	September 2017 numbers are on the City website. The remaining 2017 numbers will be posted in January 2018, as part of the regular quarterly reporting process.



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Part V – Questions from December 5th Deliberations

Q	<i>Service Failure Connection Assistance Fund: What is the status of the list of people on the wait list for repairs?</i>
A	<p>The current list stands at forty (slightly up from the spring); however the list is fluid and grows with services being added and shrinks when repairs are made. Of the forty, eighteen are priority repairs/replacement scheduled to be completed during 2018 under the Service Connection Failure Assistance Program plus one additional non-priority service, for a total of nineteen under the program. Any additional priority services that we encounter this winter will be added to the list.</p> <p>Four of the forty services will be completed under the Water and Sewer Capital project slated for Dagenais Drive in the summer of 2018. Three of the 40 are major stand-alone capital projects for each that require cooperation from the affected parties because the costs are well beyond what is covered by the program. One of these has such high use that a bleeder is not required to keep the service from freezing.</p> <p>As it stands now, once the work is completed in 2018 there will only be fourteen non-priority services that will be in need of a repair or replacement. Depending on how things go in 2018 we might be able to chip away at the list and further reduce the number of non-priority services. The majority of non-priority services are those where the old style freeze protection devices failed (i.e., aquaflo, heat tape) and the installation of a bleeder provides sufficient freeze protection.</p> <p>The City's practice is to concentrate on emergency repairs during the winter that we encounter where water is "daylighting", causing property damage or where service might be interrupted. In the case of a service where the old freeze protection device fails, we simply install a bleeder and address it during the warmer construction months as it is less costly to make repairs or replace services during the summer.</p> <p>Everyone on the list has water and sewer services. In each case there is one functioning water line servicing the building in question.</p>
Q	<i>Please provide a complete list of all outstanding Carry Forwards.</i>
A	<p>This information will be provided once it is compiled and verified.</p>
Q	<i>Please provide complete specifications for the proposed Cold Storage Shelter.</i>
A	<p>The goal is to cover as much of the storage yard as possible and Administration's research has shown that it will be more cost effective to do so by erecting two smaller structures than one large one.</p> <p>For budgeting purposes, cost estimates were obtained for one building measuring approximately 21.5m by 36.5m and a second measuring approximately 18m by 36.5m, to provide total storage space of just over 1,266 square meters.</p> <p>They are engineered portable/permanent double-truss clear span structures. They use a galvanized steel frame covered with PVC fabric that is water proof, UV/fire/wind/snow resistant, and carries a 20-year warranty. They are fully enclosed, with bay doors, and are designed in accordance with structural requirements of the International Building Code and the National Building Code of Canada.</p> <p>They will be similar to this:</p>



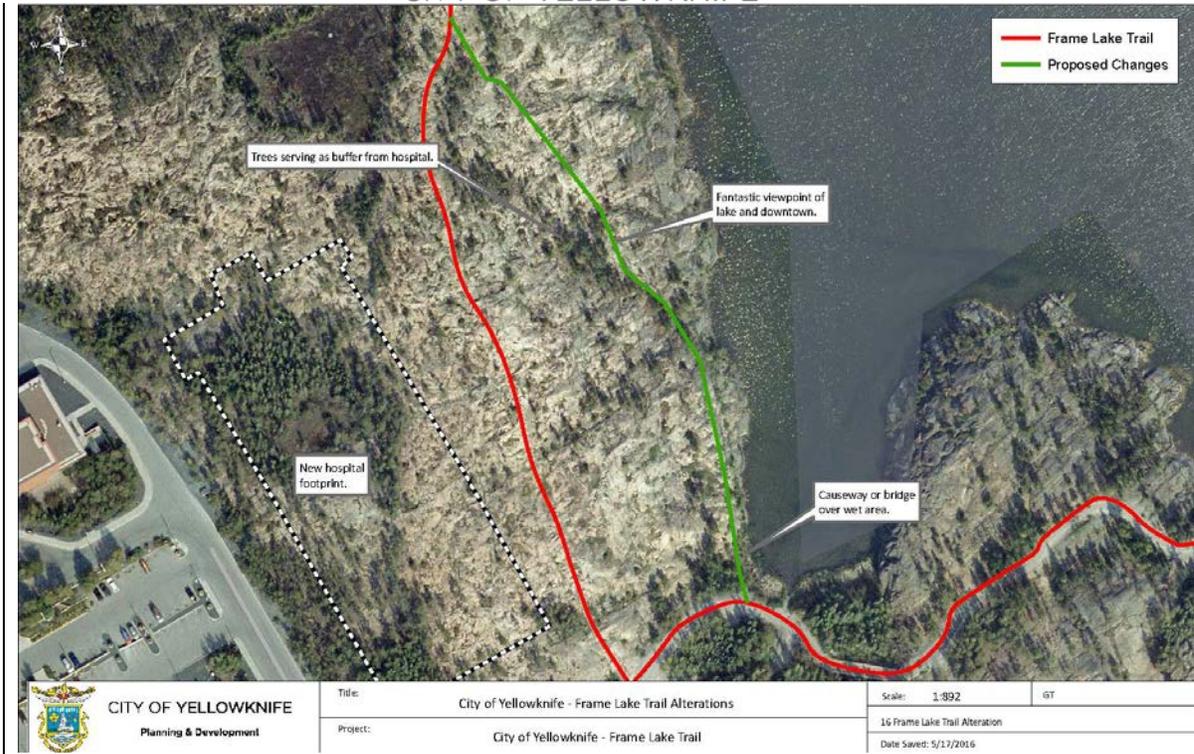
CITY OF YELLOWKNIFE



Q	<i>Please provide the software maintenance cost for the Electronic Tendering software</i>
A	\$5,075
Q	<i>Please provide information about grants provided to the Snowboard Association.</i>
A	The Yellowknife Board Sport Association received a \$10k grant in 2012 to install a tow rope at the Bristol Pit.
Q	<i>Can the Bike Park project approval be worded such that the City matches the Club's fund raising dollar-for-dollar, to a maximum of \$25k?</i>
A	The Mountain Bike Club has committed to fundraising to help create a Bike Park. If this project is approved, in 2018, the City will match the Club's fund raising, dollar for dollar to a maximum of \$25,000, to support the members' efforts to complete design work related to establishing the Bike Park. These funds will be provided to the Club in three payments: when the City receives proof of that the first \$10,000 has been raised by the Club the City will provide the first \$10,000 payment to the Club; when proof is received that the second \$10,000 has been raised the City will provide a subsequent \$10,000 payment to the Club; and upon receipt of proof that the Club has raised a further \$5,000, the City will provide the third and final payment of \$5,000 to the Club.
Q	<i>Please provide a map of the proposed Trail Improvements.</i>
A	This is a very preliminary depiction of where the trail may be developed.



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Q *Who built Tommy Forrest Ball Park?*

A A search of City records suggests the City built the park.



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Part VI – Questions from December 6th Deliberations

Q	<i>Is the City earning more on its investments than it is paying in debt interest?</i>
A	The City's investments are managed by an external investment firm, following a necessarily conservative mandate. Therefore in the current markets it is not realistic to expect that rates of return on investments will exceed those on debt. In 2018 it is anticipated that the City will pay \$565k in interest on its Long Term Debt, and receive \$150k in investment income. The City's contracts for Banking and Investment Services will be renewed in 2018; a competitive process will be used to select the option that will provide the best value for the City.
Q	<i>Administration undertook to provide information regarding the Radio Communications Technologist's salary.</i>
A	The salary figures provided in the justification include standby and overtime pay in 2019 and 2020. This was not factored in for 2018 as generally Information Technology staff do not serve in the standby rotation during their first year.
Q	<i>Administration was requested to provide additional information on the Multiplex Gymnasium Floor Replacement.</i>
A	A revised Capital write-up for this project is attached.
Q	<i>Committee requested that Administration look at the Fleet Replacement Schedule and provide an opinion on any fleet replacements that can be delayed.</i>
A	The revised table is below: one Medium Trailer and Pump and one Medium Duty vehicle have been deferred, and notes have been added to clarify vehicle classifications and repurposing plans.



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2018 Fleet Replacement Schedule

Unit #:	Description:	Year:	Class:	Replace Year:	Estimated Budget:	O&M To Date:	Hours	Kilometres	End Use:
1153-15	MED Explorer	2015	7	2018	64,374.00	20,454.00	5,978	93,463	Repurposed to Planning & Development
1155-05	one ton pick up	2005	3	2015	64,747.00	9,635.00	6,059	81,083	Deferred from 2015 budget.
1156-05	half ton pick up	2005	2	2015	35,287.00	5,018.63	8,540	52,124	Deferred from 2015 budget.
1158-05	Medium duty	2005	12 (3)	2015	91,568.00	6,476.39	1,971	18,432	Special case due to type of engine.
1165-06	¾ ton pick up	2006	3	2016	64,747.00	12,542.33	7,081	29,798	Deferred from 2016 budget.
2034-11	Grader	2011	11	2017	320,811.00	24,720.89	4,450	N/A	Trade-in.
2126-04	Vac truck	2004	11	2017	431,989.00	125,043.43	8,187	82,566	Disposal, major failures.
T020-01	Trailer	2001	1	2017	3,440.00	1,859.97	N/A	N/A	From 2017 Fleet Report & Replacement List
T018-98	Tilt Trailer	1998	1	2017	6,167.00	935.17	N/A	N/A	From 2017 Fleet Report & Replacement List
T031-04	Medium trailer + pump	2004	1	2017	43,400.00	1,209.96	N/A	N/A	From 2017 Fleet Report & Replacement List
					1,126,530.00	207,895.77			

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. Review after 7 years, replace after 10 yrs. then repurposed for seasonal use.
2	Light Duty	Cars, vans, half ton trucks, 3/4 ton trucks.	Review after 6 years or 100,000 kms, replace after 10 years.
3	Medium Duty	One ton to 5 ton trucks, includes Zambonis.	Review after 6 years or 6000 hrs, replace after 12 years.
4	Heavy Duty	Trucks/ Trailers used for sanding, snow removal, waste removal, etc.	Review after 8 years or 10,000 hrs, replace after 12 years.
5	Heavy Equipment	Loaders, dozers, excavators, backhoes, plows, etc.	Review after 8 years or 10,000 hrs, replace after 10 years.
6	Mobile Tractors	Heavy rollers, sander bodies, steamers, etc.	Replace after 4 years or 100,000 kms.
7	Municipal Enforcement	Cars, trucks, SUV ("sport utility vehicles").	Replaced based on industry standards and NFPA requirements.
8	Emergency Equipment	Fire trucks, tankers, aerial ladder, ambulance, etc.	Not replaced, removed disposed of if repair costs exceed \$500.
9	Seasonal Vehicles	Any vehicle replaced but still serviceable, summer trucks, etc.	Review after 15 years, replacement after 20 years.
10	Stationary Engines	Used to pump water, sewage, produce emergency power.	Graders replaced every 6 years with expected trade-in of \$150K.
11	Critical Equipment	Graders, street sweepers, vactor trucks, etc.	



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12 Thawing Equipment 5 Ton trucks equipped with boiler/steamer, ground thaw equip.

Vector trucks reviewed after 6 years, replaced after 12 years.
Street sweepers reviewed after 6 years, replaced after 12 years.
Cab & chassis reviewed after 15 yrs. replaced after 20 yrs. (boilers and steamers replaced under O&M budget)

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



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Part VII – Additional Questions

Q	<i>In 2017 we had 2.2% growth in our tax base. Do you know how much that was in tax dollars? What I'm trying to understand is how much more money did we get in taxes as a result of this 2.2% growth.</i>
A	The City's assessment base was 2.2% larger in 2017 than it was in 2016. This does not equate to increased tax revenue, but does mean that the mill rate did not have to be quite as high to generate the total required revenue and therefore each property owner paid a slightly lower share of taxes. (The mill rate, or tax rate, is really just a multiplier that is applied to an assessed value to determine the amount of taxes for the associated property.)
