



# 2020 Our Yellowknife Budget

Programs • Services • Capital Plan

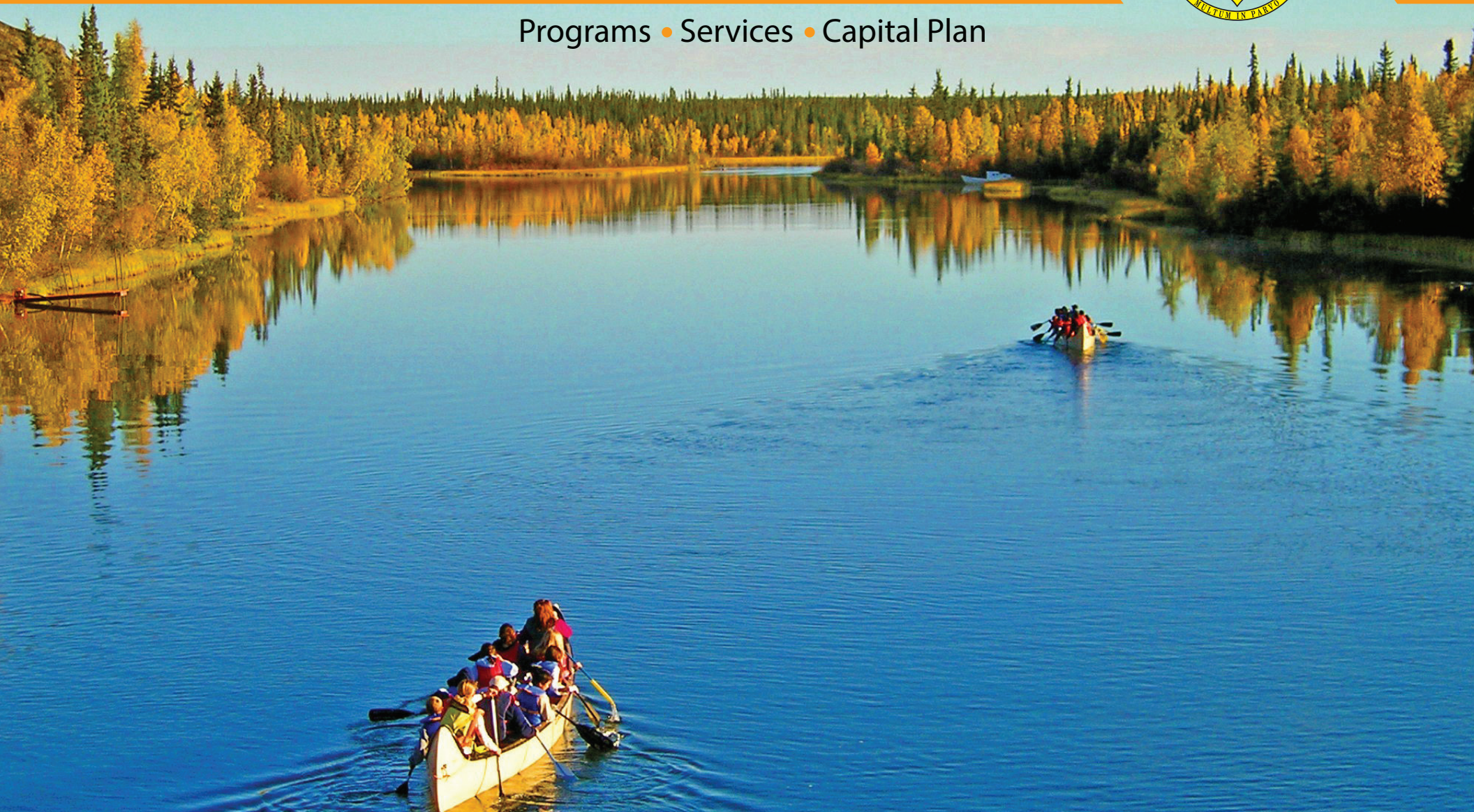
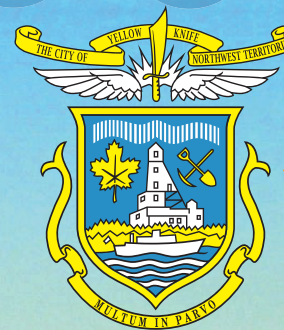






Photo by: Robert Berdan



## CITY OF YELLOWKNIFE

### **COMMUNITY VISION**

Yellowknife is a welcoming, inclusive, and prosperous community with a strong sense of pride in 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 environmentally, socially and fiscally responsible.

### **COUNCIL VALUES**

- Reconciliation
- Responsiveness
- Solutions-Oriented
- Responsible Decision-Making
- Connection
- Multi-Generational

# CITY COUNCIL



**City Council, left to right:**

Niels Konge, Julian Morse, Stacie Smith, Rommel Silverio, Mayor Rebecca Alty, Shauna Morgan, Cynthia Mufandaedza, Robin Williams, Steve Payne

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## **CITY ADMINISTRATION**

**City Administrator:**

**Director of Corporate Services:**

**Director of Economic Development & Strategy:**

**Director of Public Works & Engineering:**

**Director of Community Services:**

**Director of Public Safety:**

**Director of Planning & Development:**

Sheila Bassi-Kellett  
Sharolynn Woodward  
Kerry Penney  
Chris Greencorn  
Grant White  
Eric Bussey  
Nalini Naidoo

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**City Auditors:**

Crowe MacKay LLP

**City Bankers:**

TD Canada Trust

**City Solicitors:**

McLennan Ross LLP





## CITY OF YELLOWKNIFE

### **PREPARED BY THE CITY OF YELLOWKNIFE**

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### The City of Yellowknife working for you!

Perched along the northern shore of Great Slave Lake, the City of Yellowknife is located on Chief Drygeese traditional territory of the Yellowknives Dene First Nation. We are a lively and inclusive community, home to over 21,000 residents. As the capital city of the Northwest Territories, we are a crossroad for people from across the NWT and serve all people who live, work and visit our community. City of Yellowknife Council and staff work hard to ensure that residents and visitors can count on the best possible municipal programs and services.

Budget 2020 is just one example of this hard work. It continues the City's commitment to ensuring that Yellowknife is a vibrant community with amenities that contribute to a high quality of life for citizens, solid economic opportunities for businesses, and amazing experiences for tourists. **It is a balancing act to meet ongoing infrastructure and service requirements, as well as seek innovations where they make sense, all while keeping affordability and cost of living top of mind.**

### Council Leads the Way

The budget development process continued to evolve in 2019. Most significantly, the Budget Policies were given a long-awaited overhaul, and **Council approved a new Budget Policy** in September; its concise and relevant statements provide an updated framework upon which budget recommendations and decisions are based.

There was a concerted focus on providing Council with more extensive budget-related information and insights throughout the year, and a continued emphasis on viewing the budget as the product of corporate business planning. To this end, capital projects are now presented alphabetically, rather than by department, to underline that the outcomes are the result of efforts across the organization and will benefit residents and business throughout the city.

Budget recommendations were also guided by the Goals and Objectives that Council established for their 2019-2022 term:

- Growing and diversifying our economy
- Delivering efficient and accountable government
- Ensuring a high quality of life for all, including future generations
- Driving strategic land development and growth opportunities

**Strategies for progress towards these goals have been interwoven with plans for maintaining core services** at the level our residents and businesses expect, and with plans for making the right investments for continued sustainability, to create an approach that takes into account the importance of managing today, tomorrow, and the future.

### A Balancing Act

The City of Yellowknife's **population growth may have slowed in recent years, but its infrastructure growth has not.** New neighbourhoods, facilities, roads, parks, and trails have been developed over the past decade, and they contribute positively to the fabric of life in Yellowknife. However, they also contribute to increasing maintenance and replacement costs, which are also facing upwards pressure from older, aging assets.

There has also been **growth in external pressures**, especially from a regulatory perspective. The City takes the safety of our staff and residents very seriously, and willingly implements the increasingly rigorous **safe work practices** legislated by the Workers' Safety and Compensation Commission, however these add time and cost to many routine activities. The **Giant Mine Remediation project** will contribute to the City's economy and will benefit area residents in the long run, but for the foreseeable future, it will also consume considerable City resources as staff work to ensure that the project's progress is consistent with the best interests of our citizens and businesses. Similarly, it is expected that the City's **upcoming water**

## BUDGET MESSAGE

**license renewal** process will be the most stringent yet, requiring considerable time and financial resources.

There are also ongoing citizen concerns with **social issues**, especially in the downtown core. While these are not within the City's municipal government mandate, their impact requires the City to find new and innovative ways to collaborate on solutions.

Counterbalancing all these growth pressures is the reality that **development has slowed in recent months** and the City's total taxable assessment is expected to be only about 0.51% larger than it was in 2019, which is the most modest increase in many years. So while the City strives to respond to emerging growth and pressure, without an increased assessment base, even minor cost increases can translate more directly to a property tax increase.

The challenge is amplified by the **ongoing formula funding shortfall**. In 2014, the Government of the Northwest Territories identified and acknowledged that its communities are underfunded by a total of \$40 million. Of this \$40 million shortfall, the City of Yellowknife is underfunded by \$11 million each year, which significantly reduces the City's ability to deliver services and maintain infrastructure. The City continues to pressure the GNWT to consider its fiscal allocations to better support strong communities and a diversified economy, and to develop a plan in writing to close this funding gap.

### Working to Enhance the Quality of Life

Reliable, safe, and cost-effective provision of essential services remains the City's core priority. These responsibilities also encompass seeking more efficient ways to provide services, and proactively identifying new opportunities to improve how the community's infrastructure is acquired and maintained, and deliver more of what citizens expect.

Top of mind for 2020 is the **proposed Aquatic Centre**. In 2018, Council approved the Aquatic Centre Advisory Committee's Pre-Design Plan that outlined what could be included in the new facility, and committed 2019 funds to move the process through the Design-Build process. A final design will be developed in 2020 and – subject to Council and voter approval – construction could begin in the latter part of the year.

The City's **submarine water intake** line has reached the end of its life expectancy, and staff have been preparing for this eventuality for several years. In 2019, the City was successful in securing \$25.8 million in federal funding towards the project, and staff continue to seek external support for the remaining \$8.6 million of the anticipated cost. In the meantime, 2020 will see ongoing design and preparation for this critical piece of infrastructure that ensures safe drinking water for area residents.

In 2019, Council approved the **Accessibility Audit** implementation plan, and Budget 2020 recommendations include an allocation to proceed with the first full year of work to remove barriers identified in the audit and enhance accessibility throughout City facilities.

Citizens have entrusted the City with the care and maintenance of a significant array of assets. These assets are crucial to the reliable delivery of municipal services and programs, and represent significant investments. Budget 2020 includes recommendations that will help the City formalize **our asset management processes** so it can ensure that its buildings, roads, pipes, parks, trails, and technology are properly looked after to obtain maximum benefit from each investment.





Similarly, several Budget 2020 recommendations focus on looking after what the City already has:

- **Ongoing Water and Sewer and Paving Programs** help ensure this linear infrastructure continues to support reliable and cost-effective core services.
- **City Hall upgrades** will repair the exterior concrete staircase to make them safer and extend their serviceable life, and the City Hall Space Study will explore creative ways to make better use of the building.
- **Fleet Management** investments will redeploy existing units and acquire new ones to maximize lifespans and help reduce service interruptions.
- **Information Technology** investments will help ensure this vital infrastructure continues to meet growing demands as residents and stakeholders look to the City to provide easily accessible services and information.
- Design work will look at how best to introduce redundancy in the **Sewage Force Main System** for improved reliability.
- Investments in backup generators at liftstations and replacement lagoon control structures will support the City's **compliance with environmental and water licence regulations**.
- **Replacing the flooring at the Library, Arenas, and Curling Club** will help ensure the facilities are maintained to a reasonable standard of care.

Other Budget 2020 recommendations more directly contribute to the quality of life in Yellowknife by addressing and improving services, programs, and safety considerations that directly serve citizens and stakeholders:

- **Trail Enhancement and Connectivity** investments will extend the multi-use trail behind the new hospital.
- The **Columbarium expansion** will address growing demand for this service.

- **Tommy Forrest Ball Park** upgrades, done in collaboration with the Yellowknife Fastball Association, will enhance the facility for all users.
- New **FDM software modules** will extend functionality and contribute to more efficient record keeping and staff deployment at the Fire Hall, and Email Management software will integrate with the City's document management system to help ensure that all digital information conveyed by email is properly retained.
- Replacing the **Fire Hall's Self-Contained Breathing Apparatus** equipment is necessary to properly equip Fire Fighters, and adding a backup power generator will help ensure their facility remains operational during outages.
- **Traffic light upgrades** will make intersections safer for vehicular and pedestrian traffic by continuing the installation of vide detection and countdown pedestrian timer technology.
- Upgrades to the **Parker Park Field Outfield** will improve the safety of the fields and increase the number of playable days each season.
- The ongoing **Pump Replacement Program** helps reduce outages by proactively replacing this crucial equipment.
- Upgrading the **Multiplex Ice Plant** and replacing the faulty electrical control panel will reduce service interruptions, and installing an ammonia safety system at the facility will improve staff and citizen safety.
- Replacing key components of the **audio visual and webcasting equipment** in Council Chambers will improve the reliability of this service.
- The **Multi-Purpose Asphalt Surface** will help create a multi-generational recreation experience within the Lakeshore development.
- The **Parking Structure Feasibility study** will assess options for downtown parking, including the potential of better utilizing existing surface lots.

## BUDGET MESSAGE

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### Looking Ahead

As Council's most important policy document, Budget 2020 reflects plans designed to achieve Council's strategic objectives, while at the same time ensuring that the services are delivered in a reliable and cost-effective manner. It embodies a realistic plan to address both the challenges and opportunities faced by the city, and balances the ongoing requirements to sustain and enhance infrastructure and services with the pressures to pursue new opportunities – all part of the City, Working for You.





The City of Yellowknife (City) Budget identifies how the City will allocate resources to meet the needs of Yellowknife residents and businesses through municipal programs, services, and long-term investments in infrastructure. The document includes financial information for the previous year, budget and forecast amounts for the current year, and the recommended budget allocations for each of the next three years.

Each year, starting in mid-May, the draft budget for the following year is discussed and revised to reflect new and updated information and plans, and feedback provided by Council and the public. Council deliberates the budget in early December, and must adopt a consolidated budget reflecting all funds prior to the end of each calendar year.

The Budget consolidates seven Funds:

- **Capital Fund:** This fund supports capital projects related to the delivery of services and programs, including infrastructure like parks, arenas, sidewalks, underground pipes, and technology.
- **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 contributes an administration fee to this fund to pay for costs associated with billing and collection of revenues.
- **Land Development Fund:** This fund is used for acquiring, developing, and disposing of municipal lands. It covers costs associated with planning and design, land appraisal and surveying, engineering and constructing infrastructure, and the 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.
- **Reserve Fund:** This is money set aside for specific future uses. Examples include the Samuel Colley Donation Reserve that provides for the Yellowknife Public Library, and the Heritage Reserve.
- **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.

- **Solid Waste Management Fund:** This fund pays costs associated with collecting and processing the community's garbage and recycling, including the operation of the landfill and the baling facility. These costs are recovered through user fees.
- **Water and Sewer Fund:** This fund pays the costs of supplying, processing, and distributing potable water, as well as collecting, treating and disposing of sewage. These costs are recovered through charges.

### The City of Yellowknife Organizational Structure

The City of Yellowknife is organized into **Departments** and **Divisions**. There are seven Departments: Administration, Community Services, Corporate Services, Economic Development and Strategy, Planning and Development, Public Safety, and Public Works & Engineering. These Departments consist of Divisions, reflecting the work that they do. For example, the Department of Planning and Development has two Divisions: Planning and Lands and Building Services.

The Divisions are sometimes further subdivided into **Programs**. A Program is a specific public service within a Division that aims to accomplish a specific service or regulatory program. Programs are further divided into **Activities**, which reflect efforts of the Department to achieve program objectives. For example, Fleet Repair and Maintenance is a program within the City Garage Division of the Department of Public Works & Engineering.

City Council establishes public 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 four year term, also sets goals, objectives and priorities.

Administration establishes operations and maintenance services and

## READER'S GUIDE

and capital projects based on Council's 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.

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 Administration's best estimation of construction during these periods.
- Expenditures are based on Administration's best 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) for the purpose of allocating property taxes

**Budget:** A document which identifies how much money will be needed to provide programs and services and how the City will allocate money over the next three years

**Budget Policy:** A framework for the planning and programming of budgets and funding, related to revenues, spending and debt management

**Consumer Price Index (CPI):** A statistical description of price levels provided by Statistics Canada and 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:** When expenses (money out) are greater than revenue (money in) over the budgeted period

**Evergreen Strategy:** A practise which aims to replace 25% of the City's information technology infrastructure each year

**Expenditure:** Money spent by the City on a particular project, program or service

**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 expressed as the equivalent of a full-time position. For example, a casual Administrative Assistant who works three weeks full-time during a year would be equivalent to 0.06 of a fulltime 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

**GNWT:** Government of the Northwest Territories (GNWT), the territorial government which governs the City through legislative acts and regulations.

**GFOA:** Government Finance Officers Association of the United States and Canada

**Infrastructure:** Roads, buildings, water and sewer systems, parks, trails, and information technology hardware and software





**Levy:** Property tax revenues that support government activities

**Mill Rate:** The mechanism through which property taxes are allocated among property owners. 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 to be paid for that property

**Object of Expenditure:** A classification that details a cost (e.g. office, labour, and operations and maintenance)

**O&M:** Operating and Maintenance

**Program:** A series of activities which deliver something to residents that the City is responsible for, such as 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: Investments that:

- Acquire or improve a major asset
- Provide a benefit for more than one year
- Require a significant expenditure (of \$50,000 or more)

Examples include the planning, acquisition and installation of items such as land, buildings, and equipment

User Charges: 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

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### PURPOSE

To establish a Budget Policy that defines a clear and sustainable framework for prudent financial management of the City's resources.

### POLICY

The City of Yellowknife prepares a three-year budget that is consistent with Council's goals and objectives, reflective of stakeholders' needs, based on best practises, and in compliance with all applicable legislation and related by-laws. It incorporates the guidance, principles, and values documented in the City's Asset Management Plan, Long-Term Financial Plan, Fleet Replacement Plan, Fees and Charges Policy, Information Technology Evergreen Strategy, Carry Forward Policy, and further documents that may be deemed necessary in developing the budget. It is also influenced by external factors, including economic, social and environmental conditions, and evolving challenges and opportunities.

The budget provides a comprehensive plan for delivering efficient services to stakeholders in a manner that aligns resources with the policies, goals and objectives of the City. It is instrumental in ensuring the ongoing financial health of the City.

#### I. Budget Type, Presentation and Time Period of the Budget

The City of Yellowknife shall prepare a three-year rolling budget document. The second and third year budgets shall be adopted in principle in the first year and then adopted individually each year thereafter.

#### II. Balancing the Budget

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 Stabilization Funds policy statement; or
2. the change in balance of each fund meets or exceeds the plan to establish minimum fund balances as prescribed in the Stabilization Funds policy statement.

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 budget shall show the change in balance of each fund.

#### III.

#### Stabilization Funds

Council shall establish and maintain fund balances as follows:

1. General Fund – no less than 10% and no more than 15% of budgeted expenditures;
2. Solid Waste Management Fund – no less than 5% of budgeted expenditures;
3. Water & Sewer Fund – no less than 5% of budgeted expenditures;
4. Land Development Fund – amount sufficient to fund future land development;
5. Service Connection Failure Assistance Fund – no less than Nil;

## BUDGET POLICIES

6. Capital Fund – amount sufficient to fund expenditures according to the Asset Management Plan; and
7. Reserve Fund – amount sufficient to fund expenditures according to the Long-Term Financial Plan and the Asset Management Plan.

Fund balances may be used at Council's discretion for emergencies, unanticipated economic downturns, and one-time opportunities. Minimum fund balances shall be restored in the following year or according to the Long-Term Financial Plan.

#### IV. Asset Management

Asset Management shall be implemented according to the Asset Management Plan and the Ten-Year Capital Plan adopted by Council. The annual budget shall be prepared in accordance with these Plans, and shall include sustainable transfers from the General Fund, Water and Sewer Fund, and Solid Waste Management Fund to the Capital Fund.

#### V. Revenues

The City shall continuously seek new and alternative revenue sources in order to maintain a diversified and stable revenue system to shelter the City from fluctuations in any one revenue source.

The City shall estimate its revenues through an objective, analytical process that utilizes trends and judgemental and statistical analysis as appropriate.

One-time revenues should not be used for ongoing expenditures. One-time revenues may be used only to increase fund balances,

decrease debt, or for non-recurring expenditures such as capital acquisitions and one-time projects. One-time revenues shall be noted in the budget.

The budget shall disclose any estimated future costs and commitments arising from expenditures funded by one-time revenues.

#### VI. Debt Management

Long-term debt may be acquired to finance capital acquisitions, finance land development and refinance existing long-term debt. Long-term debt may not be used 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 15 years.

Debt limits shall be as follows:

1. The total amount of outstanding debt shall not exceed two times the municipal corporation's revenue for a fiscal year;
2. Short-term borrowing shall not exceed 15% of the municipal corporation's revenue for prior fiscal year; and
3. Total annual debt servicing costs shall not exceed 25% of the municipal corporation's revenue for a fiscal year.

#### VII. Debt Level and Capacity

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; and
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 the City's Asset Management Plan;
2. maximum allowed levels of outstanding debt and annual debt servicing; and
3. no new debt.

### VIII. Administration Fees

The City shall transfer the annual estimated administrative costs from the Water and Sewer Fund, Solid Waste Management Fund and Land Development Fund to the General Fund. The estimated administrative costs shall be reviewed annually as part of the budget preparation process.

### IX. Policy Compliance

If any aspect of the budget is not in compliance with the Budget Policy, this shall be disclosed in the Budget Document, along with the reason for the non-compliance.

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CITY OF YELLOWKNIFE

# COUNCIL'S GOALS & OBJECTIVES

## 2019 - 2022

### VISION

Yellowknife is a welcoming, inclusive, and prosperous community with a strong sense of pride in our unique history, culture and natural beauty.

### 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 environmentally, socially, and fiscally responsible.

### VALUES

- Reconciliation
- Responsiveness
- Solutions-Oriented
- Responsible Decision-Making
- Connection
- Multi-Generational

GOAL # 1	Objective 1.1	Objective 1.2	Objective 1.3	
<b>Growing and diversifying our economy</b>	<b>Foster a robust and diversified tourism sector</b> <ul style="list-style-type: none"><li>• Implement a governance structure for the DMO and visitors services that will be effective in attracting, serving and maximizing the economic benefits of tourists</li></ul>	<b>Maximize benefits from an expanded post-secondary institution</b> <ul style="list-style-type: none"><li>• Continue to advocate for an expanded post-secondary institution in Yellowknife</li><li>• Work with partners to maximize the community and economic development benefits from an expanded post-secondary institution in Yellowknife</li></ul>	<b>Refresh and implement a Yellowknife economic development strategy</b> <ul style="list-style-type: none"><li>• Work with local residents, businesses, and community organizations to refresh and action an economic development strategy for the City</li></ul>	
GOAL # 2	Objective 2.1	Objective 2.2	Objective 2.3	
<b>Delivering efficient and accountable government</b>	<b>Enhance long-term financial and asset management planning</b> <ul style="list-style-type: none"><li>• Develop a long-term financial plan to ensure the fiscal sustainability and affordability of the City</li><li>• Develop and resource an asset management plan to guide long-term decision-making</li></ul>	<b>Integrate a culture of continuous improvement into corporate culture</b> <ul style="list-style-type: none"><li>• Invest in professional development for staff and Council</li><li>• Implement a manageable and staged process for the regular review of City policies, processes, long-term plans and programs on a set cycle to ensure relevance and drive continuous improvement</li><li>• Develop and implement a plan for City staff retention and succession to manage program and operations impacts</li></ul>	<b>Confirm clear service level standards for key City programs and services</b> <ul style="list-style-type: none"><li>• Establish, monitor, and report service level standards for the City's high demand and/or resource intensive programs and services to support performance management and longer-term resource allocation decisions</li></ul>	
GOAL # 3	Objective 3.1	Objective 3.2	Objective 3.3	Objective 3.4
<b>Ensuring a high quality of life for all, including future generations</b>	<b>Prioritize adaption to, and mitigation of, climate change</b> <ul style="list-style-type: none"><li>• Review and prioritize efforts that the City can implement to mitigate and adapt to climate change, including applying a climate change lens when evaluating City initiatives and activities and continuing to implement relevant plans</li></ul>	<b>Redefine Public Transit</b> <ul style="list-style-type: none"><li>• Strengthen the service model to respond to user needs, and to attract new users to the system</li></ul>	<b>Work with partners to address pressing social issues</b> <ul style="list-style-type: none"><li>• Work with partners to address public disturbances</li><li>• Focus on bringing partners and funding to support the implementation of the City's 10-year plan to end homelessness</li></ul>	<b>Develop a City of Yellowknife Arts and Culture Master Plan</b> <ul style="list-style-type: none"><li>• The City will engage the community in developing an Arts and Culture Master Plan to guide long-term decision making and investment in arts and culture</li></ul>
GOAL # 4	Objective 4.1	Objective 4.2		
<b>Driving strategic land development and growth opportunities</b>	<b>Diversify development options</b> <ul style="list-style-type: none"><li>• Develop policies and programs that incent local investment in the development of diverse housing stock, commercial, and industrial options</li></ul>	<b>Promote development across the City</b> <ul style="list-style-type: none"><li>• Streamline the planning and building regimes to ensure greater consistency in requirements and clarity in fulfilling approval conditions</li><li>• Work with the development community to design policies and plans that support the development or redevelopment of properties in the downtown</li></ul>		

## COUNCIL'S GOALS

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## BUDGET SUMMARY

Summary -All Funds	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Taxation	27,928	30,680	30,691	33,508	34,464	36,412	
Government Grants	23,231	17,067	18,674	24,212	31,953	21,683	
User Charges	24,410	24,851	24,571	25,105	25,714	26,249	
Land Sales	6,034	2,533	2,533	2,306	4,106	3,401	
Investment Income	696	450	750	600	500	400	
<b>Total Revenue</b>	<b>82,299</b>	<b>75,581</b>	<b>77,219</b>	<b>85,731</b>	<b>96,737</b>	<b>88,145</b>	
<b>Expenditures (by Division)</b>							
General Government	11,636	12,575	12,921	13,666	13,835	14,426	
Community Services	10,459	10,372	10,477	11,080	11,381	11,633	
Public Safety	7,530	8,336	8,523	8,935	9,142	9,454	
Planning & Development	1,668	1,789	1,691	1,752	1,880	1,948	
Public Works & Engineering	7,176	7,471	7,606	8,025	8,299	8,592	
Solid Waste Management Fund	1,590	2,921	2,767	2,801	2,868	2,934	
Water & Sewer Fund	6,959	7,801	7,602	8,161	8,552	8,651	
Land Development Fund	912	3,631	133	404	1,683	1,327	
Service Connection Failure Assistance Fund	877	833	833	984	977	971	
Capital Expenditures	21,800	16,199	19,508	24,255	52,212	29,067	
Amortization	13,812	14,644	14,644	15,765	14,725	14,362	
Carryforward Projects	-	1,426	-	3,009	-	-	
<b>Total Expenditures</b>	<b>84,419</b>	<b>87,998</b>	<b>86,705</b>	<b>98,837</b>	<b>125,554</b>	<b>103,365</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,120)</b>	<b>(12,417)</b>	<b>(9,486)</b>	<b>(13,106)</b>	<b>(28,817)</b>	<b>(15,220)</b>	
Debtenture Proceeds	-	-	-	-	14,000	-	
Debtenture Interest	(566)	(515)	(515)	(463)	(583)	(760)	
Debt Principal Repayments	(1,556)	(1,607)	(1,607)	(1,658)	(1,925)	(2,290)	
<b>Debtenture Total</b>	<b>(2,122)</b>	<b>(2,122)</b>	<b>(2,122)</b>	<b>(2,121)</b>	<b>11,492</b>	<b>(3,050)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(4,242)	(14,539)	(11,608)	(15,227)	(17,325)	(18,270)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	13,830	14,644	14,644	15,765	14,725	14,362	
<b>Change in Fund Balance</b>	<b>9,588</b>	<b>105</b>	<b>3,036</b>	<b>538</b>	<b>(2,600)</b>	<b>(3,908)</b>	
<b>Opening Balance</b>	<b>13,236</b>	<b>14,992</b>	<b>22,824</b>	<b>25,860</b>	<b>26,398</b>	<b>23,798</b>	
<b>Closing Balance</b>	<b>22,824</b>	<b>15,097</b>	<b>25,860</b>	<b>26,398</b>	<b>23,798</b>	<b>19,890</b>	

## BUDGET SUMMARY

Summary Budget by Object	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Expenditures (by Object)</b>							
Operations & Maintenance	20,536	22,731	23,693	24,515	26,672	27,327	
Capital	21,800	16,199	19,308	24,255	50,212	27,067	
Carryforward Projects	-	1,426	-	3,009	-	-	
Grants	684	685	717	714	734	756	
Interest on Long-term Debt	566	515	515	463	583	760	
Wages & Benefits	26,417	28,432	27,960	29,895	31,248	32,246	
Land	912	3,631	133	404	1,683	1,327	
Valuation Allowance	276	250	250	280	280	280	
Amortization	13,794	14,644	14,644	15,765	14,725	14,362	
<b>Total Expenditures</b>	<b>84,985</b>	<b>88,513</b>	<b>87,220</b>	<b>99,300</b>	<b>126,137</b>	<b>104,125</b>	



## BUDGET SUMMARY

Summary -Fund Balances	2018 Actuals (\$000s)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Operating Fund Balances</b>							
General Fund	5,805	5,751	5,949	5,951	5,952	5,953	
Land Development Fund	4,110	4,728	6,447	8,302	8,669	8,677	
Solid Waste Management Fund	(12,997)	(14,368)	(12,705)	(12,359)	(11,984)	(11,574)	
Water & Sewer Fund	318	492	737	744	671	619	
Service Connect Failure Assistance Fund	1,167	1,050	1,323	1,323	1,323	1,323	
<b>Total Operating Fund Balances</b>	<b>(1,597)</b>	<b>(2,347)</b>	<b>1,751</b>	<b>3,961</b>	<b>4,631</b>	<b>4,998</b>	
<b>Capital Fund Balance</b>							
Capital Fund	13,906	10,177	14,915	18,383	12,314	7,665	
Carryforward Projects	-	1,426	-	3,009	-	-	
<b>Total Capital Fund Balance</b>	<b>13,906</b>	<b>8,751</b>	<b>14,915</b>	<b>15,374</b>	<b>12,314</b>	<b>7,665</b>	
<b>Reserve Fund Balances</b>							
Downtown Development Reserve	942	762	813	830	846	860	
Information Technology Reserve	1,532	1,152	1,334	1,422	1,661	1,731	
Mobile Equipment Replacement Reserve	2,176	910	1,097	1,201	1,336	1,536	
Major Community Facility Reserve	3,070	3,137	3,150	810	210	300	
Heritage Reserve	156	101	156	156	156	156	
Samuel Colley Library Donation Reserve	220	219	225	225	225	225	
Twin Pine Hill Trail Reserve	-	1	1	1	1	1	
Revitalization Initiative Reserve	2,416	2,415	2,416	2,416	2,416	2,416	
<b>Total Reserve Fund Balances</b>	<b>10,512</b>	<b>8,697</b>	<b>9,192</b>	<b>7,061</b>	<b>6,851</b>	<b>7,225</b>	
<b>Total Fund Balances</b>	<b>22,824</b>	<b>15,097</b>	<b>25,860</b>	<b>26,398</b>	<b>23,798</b>	<b>19,890</b>	



## BUDGET SUMMARY

Schedule of Grants & Donations	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Government of Canada Grants</b>							
Payments in Lieu of Municipal Taxes	-	75	75	75	75	75	
Gas Tax Agreement	4,832	5,510	3,600	6,527	10,006	5,511	
Clean & Waste Water Agreement	5,953	319	1,937	-	-	-	
Build Canada Funding	-	-	-	2,375	8,150	2,375	
Rural & Northern Comm Infrastructure Stream	-	-	-	2,756	-	-	
Green Infrastructure Stream	-	-	-	-	1,500	1,500	
Disaster Mitigation & Adaption Fund	-	-	-	750	750	750	
Green Trail Funding	-	-	-	117	-	-	
Destination Marketing Organization (CanNor)	119	-	3	-	-	-	
Canada Day Celebration (Canada Heritage)	15	6	25	25	25	25	
INAC - Urban Programming for Indigenous Persons	34	-	96	-	-	-	
<b>Total Federal Grants</b>	<b>10,953</b>	<b>5,910</b>	<b>5,736</b>	<b>12,625</b>	<b>20,506</b>	<b>10,236</b>	
<b>Government of Northwest Territories (GNWT) Grants</b>							
MACA Formula Funding	7,814	7,814	7,828	7,828	7,828	7,828	
Community Public Infrastructure Funding	1,747	2,210	3,326	2,863	2,863	2,863	
Property Assessment	125	125	125	125	125	125	
Library Grant	105	105	105	105	105	105	
Sports & Recreation Grant	80	80	80	80	80	80	
Ground Ambulance & Highway Rescue	31	-	31	-	-	-	
Water & Sewer Services	326	326	386	386	386	386	
New Building & Small Community Fund	59	-	-	-	-	-	
Street Outreach (funding provided by Federal & Territorial Governments)	302	120	114	-	-	-	
Installation of Hydrant for Sobering Centre	203	-	-	-	-	-	
CEP Transportation Initiative	70	-	-	-	-	-	
ITI Economic Development	373	50	232	50	50	50	
<b>Total GWNT Grants</b>	<b>11,235</b>	<b>10,830</b>	<b>12,227</b>	<b>11,437</b>	<b>11,437</b>	<b>11,437</b>	
<b>Other Contributions &amp; Donations</b>	<b>1,043</b>	<b>327</b>	<b>711</b>	<b>150</b>	<b>10</b>	<b>10</b>	(1)
<b>Total Grants &amp; Donations</b>	<b>23,231</b>	<b>17,067</b>	<b>18,674</b>	<b>24,212</b>	<b>31,953</b>	<b>21,683</b>	(2)

**Note:**

- (1) The 2018 Actual includes developer contributions of \$641,841 for Hall Crescent paving, \$58,510 for Block 501 paving, and \$190,482 for Twin Pine Hill Trail. The 2019 Forecast includes developer contributions of \$140,000 for Tommy Forrest Ball Park, \$100,000 for the Folk on the Rocks rehabilitation and \$100,000 for the CEP initiatives.
- (2) The City of Yellowknife, by agreement with the Government of Canada, is the Community Entity that receives funding from the Government of Canada's Reaching Home Canada's Homelessness Strategy on behalf of the Yellowknife Community Advisory Board on Homelessness (CAB), as CAB members work toward realizing its Community Plan (Plan) on Homelessness. The grant total does not include Reaching Home's funding as Reaching Home has its own budget and audited schedule of Revenues and Expenditures for submission to the Government of Canada. From April 1, 2018 to March 31, 2019, the City received \$906,426 from the Government of Canada which was used to fund sheltering agencies and other related expenses.



## STAFFING SUMMARY

<b>Staffing by Department: (FTE)</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
General Government						
City Administration	13.00	14.00	15.00	<b>16.00</b>	14.00	14.00
Corporate Services	29.38	29.38	29.38	<b>30.40</b>	31.40	31.40
Economic Development & Strategy	4.00	4.00	4.00	<b>4.00</b>	4.00	4.00
Community Services	61.73	66.15	67.51	<b>66.92</b>	66.92	66.92
Public Safety	57.58	57.50	57.50	<b>57.50</b>	58.00	58.00
Planning & Development	11.00	11.00	11.00	<b>11.00</b>	12.00	12.00
Public Works & Engineering	54.62	56.38	56.38	<b>57.90</b>	59.90	59.90
	<b>231.31</b>	<b>238.41</b>	<b>240.77</b>	<b>243.72</b>	<b>246.22</b>	<b>246.22</b>
Permanent	206.54	209.54	212.54	<b>215.54</b>	219.04	219.04
Part-time/Casual/Term	24.77	28.87	28.23	<b>28.18</b>	27.18	27.18
	<b>231.31</b>	<b>238.41</b>	<b>240.77</b>	<b>243.72</b>	<b>246.22</b>	<b>246.22</b>
<b>Net change in FTE positions</b>		<b>7.10</b>	<b>9.46</b>	<b>2.95</b>	<b>2.50</b>	<b>0.00</b>

## STAFFING SUMMARY

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## GENERAL FUND

General Fund	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Taxation	27,928	30,680	30,691	33,508	34,464	36,412	
Taxes Allocated to Capital	(600)	(1,491)	(1,491)	(1,340)	(1,260)	(1,700)	
Government Grants	1,060	503	1,325	390	390	390	
User Charges	8,578	8,798	8,420	8,517	8,609	8,664	
Investment Income	532	350	650	500	400	300	
<b>Total Revenue</b>	<b>37,498</b>	<b>38,840</b>	<b>39,595</b>	<b>41,575</b>	<b>42,603</b>	<b>44,066</b>	
<b>Expenditures (By Department)</b>							
General Government	11,636	12,575	12,921	13,666	13,835	14,426	
Community Services	10,459	10,372	10,477	11,080	11,381	11,633	
Public Safety	7,530	8,336	8,523	8,935	9,142	9,454	
Planning & Development	1,668	1,789	1,691	1,752	1,880	1,948	
Public Works & Engineering	7,176	7,471	7,606	8,025	8,299	8,592	
Amortization	7,035	7,703	7,703	8,631	7,472	7,129	
<b>Total Expenditures</b>	<b>45,504</b>	<b>48,246</b>	<b>48,921</b>	<b>52,089</b>	<b>52,009</b>	<b>53,182</b>	
<b>Net Revenue (Expenditures)</b>	<b>(8,006)</b>	<b>(9,406)</b>	<b>(9,326)</b>	<b>(10,514)</b>	<b>(9,406)</b>	<b>(9,116)</b>	
<b>Interfund Transfers</b>							
(To) From Water & Sewer Fund	1,213	1,243	1,243	1,255	1,286	1,319	
(To) From Solid Waste Management Fund	334	342	342	340	349	357	
(To) From Land Development Fund	189	193	193	377	386	396	
(To) From Reserve	(419)	(76)	(11)	(87)	(86)	(84)	
<b>Total Interfund Transfers</b>	<b>1,317</b>	<b>1,702</b>	<b>1,767</b>	<b>1,885</b>	<b>1,935</b>	<b>1,988</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(6,689)	(7,704)	(7,559)	(8,629)	(7,471)	(7,128)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	7,053	7,703	7,703	8,631	7,472	7,129	
<b>Change in Fund Balance</b>	<b>364</b>	<b>(1)</b>	<b>144</b>	<b>2</b>	<b>1</b>	<b>1</b>	
<b>Opening Balance</b>	<b>5,441</b>	<b>5,752</b>	<b>5,805</b>	<b>5,949</b>	<b>5,951</b>	<b>5,952</b>	
<b>Closing Balance</b>	<b>5,805</b>	<b>5,751</b>	<b>5,949</b>	<b>5,951</b>	<b>5,952</b>	<b>5,953</b>	

# GENERAL FUND

General Fund - Expenditures by Division & Object	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Expenditures (By Division)</b>							
General Government							
Fiscal Services	330	452	550	466	469	472	
Mayor & Council	1,250	1,344	1,318	1,443	1,440	1,479	
City Administration	2,766	2,947	3,001	3,634	3,591	3,910	
Corporate Services	6,130	6,783	6,673	7,164	7,328	7,522	
Economic Development & Strategy	1,160	1,049	1,379	959	1,007	1,043	
<b>Total General Government</b>	<b>11,636</b>	<b>12,575</b>	<b>12,921</b>	<b>13,666</b>	<b>13,835</b>	<b>14,426</b>	
Community Services							
Directorate	1,542	1,407	1,428	1,455	1,470	1,516	
Arenas	2,457	2,130	2,513	2,483	2,535	2,591	
Library	1,097	1,265	1,247	1,376	1,410	1,451	
Parks	1,458	1,345	1,263	1,481	1,560	1,551	
Recreation	674	825	747	907	928	946	
Pool	1,723	1,881	1,757	1,815	1,881	1,941	
Curling Club	121	129	133	132	136	139	
City Hall	647	591	601	621	639	658	
Wildcat Cafe	19	18	19	26	22	22	
Fieldhouse	721	781	769	784	800	818	
<b>Total Community Services</b>	<b>10,459</b>	<b>10,372</b>	<b>10,477</b>	<b>11,080</b>	<b>11,381</b>	<b>11,633</b>	
Public Safety							
Directorate	534	802	755	824	865	901	
Fire & Ambulance	5,470	5,400	5,631	5,692	5,926	6,113	
Municipal Enforcement	1,418	1,404	1,431	1,573	1,486	1,538	
Emergency Management	108	730	706	846	865	902	
<b>Total Public Safety</b>	<b>7,530</b>	<b>8,336</b>	<b>8,523</b>	<b>8,935</b>	<b>9,142</b>	<b>9,454</b>	
Planning & Development							
Directorate	673	629	539	570	595	623	
Planning & Lands	654	789	762	808	902	936	
Building Services	341	371	390	374	383	389	
<b>Total Planning &amp; Development</b>	<b>1,668</b>	<b>1,789</b>	<b>1,691</b>	<b>1,752</b>	<b>1,880</b>	<b>1,948</b>	
Public Works & Engineering							
Directorate	935	855	1,074	873	914	947	
City Garage	894	828	709	924	932	947	
Public Transit	1,638	1,734	1,734	1,908	1,957	2,005	
Roads & Sidewalks	3,709	4,054	4,089	4,320	4,496	4,693	
<b>Total Public Works &amp; Engineering</b>	<b>7,176</b>	<b>7,471</b>	<b>7,606</b>	<b>8,025</b>	<b>8,299</b>	<b>8,592</b>	
<b>Total Expenditures</b>	<b>38,469</b>	<b>40,543</b>	<b>41,218</b>	<b>43,458</b>	<b>44,537</b>	<b>46,053</b>	



## GENERAL FUND

General Fund - Expenditures by Division & Object	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Details of All O&amp;M</b>							
Wages & Benefits	23,271	24,797	24,625	<b>26,060</b>	27,207	28,244	
General Services	5,881	6,581	7,150	<b>7,162</b>	7,140	7,368	
Materials	2,037	2,317	2,359	<b>2,724</b>	2,524	2,599	
Maintenance	1,792	1,644	1,656	<b>1,748</b>	1,823	1,867	
Utility -Fuel	697	587	684	<b>711</b>	679	696	
Utility -Power	2,110	2,134	2,195	<b>2,276</b>	2,342	2,406	
Vehicle O&M	976	688	668	<b>923</b>	948	977	
Others (Insurance, grants & bad debts)	1,705	1,795	1,881	<b>1,854</b>	1,874	1,896	
Amortization	7,035	7,703	7,703	<b>8,631</b>	7,472	7,129	
<b>Total Details of O&amp;M</b>	<b>45,504</b>	<b>48,246</b>	<b>48,921</b>	<b>52,089</b>	<b>52,009</b>	<b>53,182</b>	



## GENERAL FUND

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## GENERAL FUND - Mayor & Council

Mayor and Council Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	-	1	-	-	-	(1)
<b>Total Revenue</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Community Assistance	625	672	662	723	720	741	(2)
Legislation & Governance	312	337	331	362	361	369	
Public Inquiry & Communication	186	201	198	216	217	221	
Strategic Planning	124	134	132	145	144	148	
Rounding	3	-	(5)	(3)	(2)	-	
<b>Total Expenditures (By Activity)</b>	<b>1,250</b>	<b>1,344</b>	<b>1,318</b>	<b>1,443</b>	<b>1,440</b>	<b>1,479</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,249)</b>	<b>(1,344)</b>	<b>(1,317)</b>	<b>(1,443)</b>	<b>(1,440)</b>	<b>(1,479)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	378	441	420	462	470	479	
General Services	140	161	165	204	172	179	(3) &(4)
Materials	49	57	37	63	64	65	(5)
Others (Grants)	683	685	696	714	734	756	
<b>Total Expenditures (By Object)</b>	<b>1,250</b>	<b>1,344</b>	<b>1,318</b>	<b>1,443</b>	<b>1,440</b>	<b>1,479</b>	

**Note:**

- (1) Revenues are from flag sales.
- (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 the 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 amount of all grants made by City Council must not exceed 2% of total budgeted expenditures.
- (3) Travel expenses, public relations, and governance strategy.
- (4) An Integrity Commissioner has been included in the budget since 2019. A citizen survey is proposed for 2020.
- (5) Memberships and subscriptions.

## GENERAL FUND - Mayor & Council

Grants Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
Senior Citizens/Disabled Tax Rebate	213	217	224	246	266	288	
Multi-Year Funding	304	304	253	253	253	253	
Sponsorship Grants	76	76	87	86	86	86	
Community Services Grants	90	88	132	129	129	129	
<b>Total Grants</b>	<b>683</b>	<b>685</b>	<b>696</b>	<b>714</b>	<b>734</b>	<b>756</b>	



## GENERAL FUND - Mayor & Council

Multi-Year Funding	2018 Actuals (\$)	2019 Budget (\$)	2019 Forecast (\$)	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)	Note
Aurora Fiddlers Society	5,000	5,000	5,000	5,000	5,000	-	
Canadian Championship Dog Derby	13,000	13,000	13,000	13,000	-	-	
Ecology North	12,000	12,000	15,000	15,000	15,000	-	
Folk on the Rocks	15,000	15,000	15,000	-	-	-	
Food Rescue	15,000	15,000	-	-	-	-	
Northern Arts & Cultural Centre	52,000	52,000	47,000	47,000	47,000	-	
NWT Council For Persons With Disabilities	18,000	18,000	18,000	18,000	18,000	-	
NWT SPCA	12,250	12,250	-	-	-	-	
NWT Wellness Society	2,000	2,000	2,000	-	-	-	
Rainbow Coalition of Yellowknife	-	-	8,000	8,000	8,000	-	
St. John Ambulance	10,000	10,000	10,000	10,000	-	-	
The Snow King Winter Festival	12,000	12,000	20,000	20,000	20,000	-	
Western Arctic Moving Pictures	8,000	8,000	8,000	8,000	8,000	-	
Yellowknife Artist Run Community Centre	8,000	8,000	-	-	-	-	
Yellowknife Climbing Club	5,000	5,000	-	-	-	-	
Yellowknife Farmers Market	20,000	20,000	20,000	20,000	-	-	
Yellowknife Gymnastics Club	20,000	20,000	-	-	-	-	
Yellowknife Playgroup Association	5,000	5,000	5,000	5,000	5,000	-	
Yellowknife Seniors Society	52,000	52,000	47,000	47,000	47,000	-	
Yellowknife Ski Club	20,000	20,000	20,000	20,000	20,000	-	
Additional Grants	-	-	-	17,000	60,000	253,000	
<b>Total Multi-Year Funding</b>	<b>304,250</b>	<b>304,250</b>	<b>253,000</b>	<b>253,000</b>	<b>253,000</b>	<b>253,000</b>	



## GENERAL FUND - Mayor & Council

Sponsorship Grants	2018 Actuals (\$)	2019 Budget (\$)	2019 Forecast (\$)	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)	Note
12th International Kimberlite Conference Society	-	-	10,000	-	-	-	
Association Franco-Culturelle de YK	5,000	-	1,250	-	-	-	
Basketball NWT	5,000	-	-	-	-	-	
Borderless Art Movement	5,000	-	-	-	-	-	
Dene Nahjo - Tides Canada Initiatives Society	-	-	10,000	-	-	-	
Food First Foundation, NWT	5,000	-	-	-	-	-	
LES Editions franco-tenoise/L'Aquilon	4,000	-	-	-	-	-	
Midnight Sun Fly-in Association	-	-	5,000	-	-	-	
Music Teachers' Association of the NWT	-	-	2,000	-	-	-	
North Slave Metis Alliance	10,000	-	10,000	-	-	-	
North Words Writers Festival Society	-	-	5,000	-	-	-	
NWT Creative Collective	-	-	-	-	-	-	
NWT Judo Association	5,000	-	-	-	-	-	
NWT Professional Media Association	-	-	5,000	-	-	-	
NWT Riders Association	2,000	-	1,000	-	-	-	
NWT Soccer Association	7,000	-	-	-	-	-	
Old Town Community Association	10,000	-	5,000	-	-	-	
Ptarmicon Society	5,000	-	-	-	-	-	
Restore - Habitat for Humanity	-	-	5,000	-	-	-	
Skills Canada NWT	5,000	-	7,000	-	-	-	
The Long John Jamboree Society	-	-	5,000	-	-	-	
Yellowknife Community of Dance	4,000	-	4,000	-	-	-	
Yellowknife Historical Society	4,000	-	-	-	-	-	
Food Rescue	-	-	12,000	-	-	-	
<b>Total Sponsorship</b>	<b>76,000</b>	<b>76,000</b>	<b>87,250</b>	<b>86,000</b>	<b>86,000</b>	<b>86,000</b>	



## GENERAL FUND - Mayor & Council

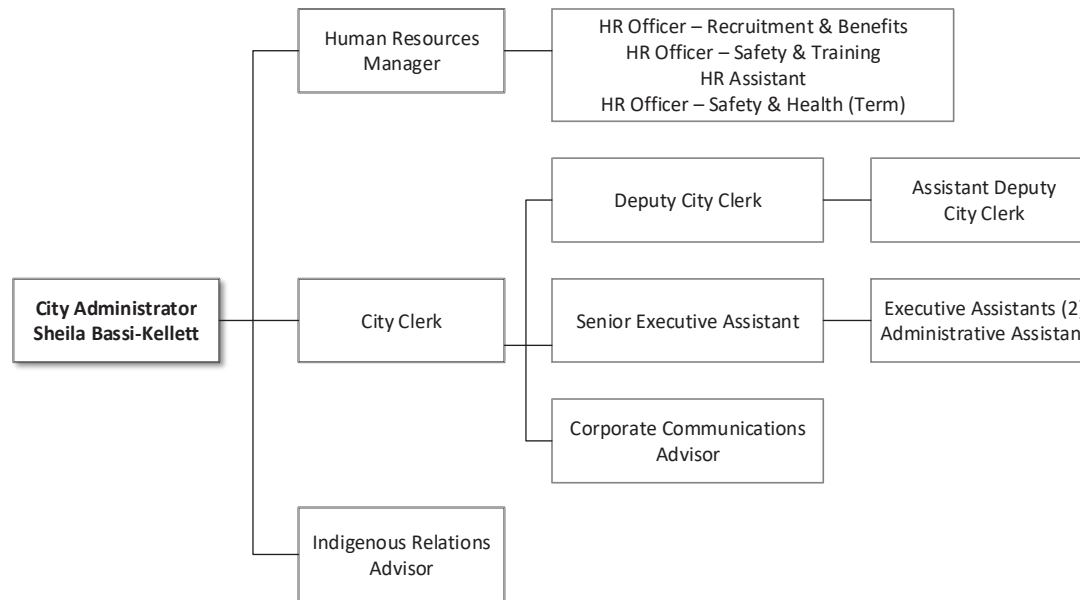
<b>Community Service Grants</b>	<b>2018 Actuals (\$)</b>	<b>2019 Budget (\$)</b>	<b>2019 Forecast (\$)</b>	<b>2020 Budget (\$)</b>	<b>2021 Budget (\$)</b>	<b>2022 Budget (\$)</b>	<b>Note</b>
Borderless Art Movement	-	-	1,250	-	-	-	
Breastfeeding Support Group	2,500	-	4,000	-	-	-	
Canadian Parents for French - NWT Branch	-	-	2,000	-	-	-	
Centre for Northern Families	-	-	4,000	-	-	-	
Ecole St. Patrick High School	5,000	-	1,250	-	-	-	
Food First Foundation	-	-	3,000	-	-	-	
Foster Family Coalition of NWT	10,000	-	10,000	-	-	-	
Great Slave Sailing Club	-	-	4,000	-	-	-	
NWT John Howard Society	2,500	-	-	-	-	-	
MS Yellowknife Branch	2,000	-	-	-	-	-	
Multiple Sclerosis Society of Canada			3,000	-	-	-	
NWT Breast Health/ Breast Cancer Action Group	1,000	-	-	-	-	-	
NWT Creative Collective	3,000	-	3,000	-	-	-	
NWT Literacy Council	5,000	-	8,500	-	-	-	
NWT SPCA	-	-	10,000	-	-	-	
NWT Special Olympics	5,000	-	-	-	-	-	
NWT Tennis	1,500	-	1,500	-	-	-	
NWT/NU Crime Stoppers Association	2,500	-	1,500	-	-	-	
Ptarmicon Society	-	-	5,000	-	-	-	
Radio Taiga	3,000	-	-	-	-	-	
Ragged Riders Snowsports Society	-	-	4,000	-	-	-	
Rainbow Coalition of Yellowknife	10,000	-	-	-	-	-	
Somba K'e Paddling Club	-	-	1,500	-	-	-	
Special Olympics NWT	-	-	5,000	-	-	-	
Trails End Community Association	-	-	3,000	-	-	-	

## GENERAL FUND - Mayor & Council

Community Service Grants	2018 Actuals (\$)	2019 Budget (\$)	2019 Forecast (\$)	2020 Budget (\$)	2021 Budget (\$)	2022 Budget (\$)	Note
Wolf Foundation	2,500	-	-	-	-	-	
Yellowknife Artist-Run Community Centre	-	-	7,500	-	-	-	
Yellowknife Association for Community Living	10,000	-	10,000	-	-	-	
Yellowknife District Girl Guides	4,000	-	3,000	-	-	-	
Yellowknife Elders Folk Dance Collective	-	-	1,700	-	-	-	
Yellowknife Golf Club Association	5,000	-	-	-	-	-	
Yellowknife Guild of Arts and Crafts	2,500	-	2,000	-	-	-	
Yellowknife Gymnastics Club	-	-	10,000	-	-	-	
Yellowknife Historical Society	-	-	5,000	-	-	-	
Yellowknife Playschool Association	-	-	4,000	-	-	-	
Yellowknife Ultimate Club	-	-	1,800	-	-	-	
Yellowknife Wado Kai Karate Association	-	-	1,000	-	-	-	
YK Polar Bear Swim Club	2,500	-	-	-	-	-	
YWCA NWT	10,000	-	10,000	-	-	-	
<b>Total Community Services</b>	<b>89,500</b>	<b>88,450</b>	<b>131,500</b>	<b>129,000</b>	<b>129,000</b>	<b>129,000</b>	



## Department Staffing



## Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
City Administrator's Office	4.00	4.00	4.00	4.00	3.00	3.00	
City Clerk	6.00	6.00	7.00	8.00	8.00	8.00	(1)
Human Resources	3.00	4.00	4.00	4.00	3.00	3.00	(2)
	<b>13.00</b>	<b>14.00</b>	<b>15.00</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>	
Permanent	12.00	12.00	13.00	14.00	14.00	14.00	
Part-time/Term	1.00	2.00	2.00	2.00	0.00	0.00	(2)
	<b>13.00</b>	<b>14.00</b>	<b>15.00</b>	<b>16.00</b>	<b>14.00</b>	<b>14.00</b>	

### Note

- (1) The Corporate Communications Advisor position was transferred from the Economic Development and Strategy Department to the City Clerk Division in 2019. Budget 2020 includes the additional Executive Secretary position requested by the previous Council.
- (2) A two-year term Safety officer position was added in 2019.



## GENERAL FUND - City Administration

### 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 seven departments: Community Services, Corporate Services, Policy, Economic Development and Strategy 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 City Clerk Division. Each division is headed by a manager.

City Administration Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	35	-	96	-	-	-	
User Charges	-	-	25	-	-	-	
<b>Total Revenue</b>	<b>35</b>	<b>-</b>	<b>121</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (By Division)</b>							
City Administrator	813	715	841	751	791	832	
City Clerk	754	821	764	1,186	1,247	1,389	
Human Resources	1,199	1,411	1,396	1,697	1,553	1,689	
<b>Total Expenditures (By Division)</b>	<b>2,766</b>	<b>2,947</b>	<b>3,001</b>	<b>3,634</b>	<b>3,591</b>	<b>3,910</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,731)</b>	<b>(2,947)</b>	<b>(2,880)</b>	<b>(3,634)</b>	<b>(3,591)</b>	<b>(3,910)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	1,972	1,986	2,030	2,316	2,270	2,404	
General Services	696	835	851	1,192	1,202	1,369	
Materials	98	126	120	126	119	137	
<b>Total Expenditures (By Object)</b>	<b>2,766</b>	<b>2,947</b>	<b>3,001</b>	<b>3,634</b>	<b>3,591</b>	<b>3,910</b>	



## GENERAL FUND - City Administration

City Administrator Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	35	-	121	-	-	-	(1)
<b>Total Revenue</b>	<b>35</b>	<b>-</b>	<b>121</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Administrative	40	35	43	37	39	41	
Long Term Planning & Priority Setting	161	144	168	152	159	167	
Public Inquiry & Communication	242	214	255	225	237	249	
Team Leadership	120	108	127	113	118	125	
Legislation & Governance	250	214	248	224	238	250	
<b>Total Expenditures (By Activity)</b>	<b>813</b>	<b>715</b>	<b>841</b>	<b>751</b>	<b>791</b>	<b>832</b>	
<b>Net Revenue (Expenditures)</b>	<b>(778)</b>	<b>(715)</b>	<b>(720)</b>	<b>(751)</b>	<b>(791)</b>	<b>(832)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	692	625	740	658	695	733	(1)
General Services	114	81	92	84	87	89	(2)
Materials	7	9	9	9	9	10	
<b>Total Expenditures (By Object)</b>	<b>813</b>	<b>715</b>	<b>841</b>	<b>751</b>	<b>791</b>	<b>832</b>	

**Note:**

- (1) Urban Programming for Indigenous Persons (UPIP), which is the federal funding for reconciliation, funds the term Indigenous Relations Advisor position.  
 (2) Corporate planning, public relations, travel expenses, and legal fees.

## GENERAL FUND - City Administration

### 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 manages the City's communication function, 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.

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

City Clerk Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	187	206	192	296	313	347	
Public Inquiry & Communication	264	288	268	415	437	487	
Team Leadership	38	42	39	59	62	69	
Legislation & Governance	265	285	265	416	435	486	
<b>Total Expenditures (By Activity)</b>	<b>754</b>	<b>821</b>	<b>764</b>	<b>1,186</b>	<b>1,247</b>	<b>1,389</b>	
<b>Net Revenue (Expenditures)</b>	<b>(754)</b>	<b>(821)</b>	<b>(764)</b>	<b>(1,186)</b>	<b>(1,247)</b>	<b>(1,389)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	604	644	612	862	904	951	(1)
General Services	149	172	147	319	338	433	(2) & (3)
Materials	1	5	5	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>754</b>	<b>821</b>	<b>764</b>	<b>1,186</b>	<b>1,247</b>	<b>1,389</b>	

**Note:**

- (1) The 2020 Budget includes an additional Executive Secretary position which was proposed by the previous Council and a Corporate Communications Advisory position that was transferred from the Economic Development & Strategy Department (ED&SD).
- (2) The 2020 Budget data reflects the transfer of the City's communication function from the ED&SD to the City Clerk Division.
- (3) Advertising, webcasting and teleconferencing, 2022 election, and referendums for the Aquatic Centre.



## GENERAL FUND - City Administration

### HUMAN RESOURCES DIVISION

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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Employee Development	302	358	354	428	391	423	
Employee Placement	175	213	208	254	232	255	
Labour Relations	119	141	139	165	150	166	
Occupational Health & Safety	302	358	354	428	391	423	
Payroll & Benefits Administration	302	358	354	428	391	423	
Rounding	(1)	(17)	(13)	(6)	(2)	(1)	
<b>Total Expenditures (By Activity)</b>	<b>1,199</b>	<b>1,411</b>	<b>1,396</b>	<b>1,697</b>	<b>1,553</b>	<b>1,689</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,199)</b>	<b>(1,411)</b>	<b>(1,396)</b>	<b>(1,697)</b>	<b>(1,553)</b>	<b>(1,689)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	676	717	678	796	671	720	(1)
General Services	433	582	612	789	777	847	(2)
Materials	90	112	106	112	105	122	(3)
<b>Total Expenditures (By Object)</b>	<b>1,199</b>	<b>1,411</b>	<b>1,396</b>	<b>1,697</b>	<b>1,553</b>	<b>1,689</b>	

**Note:**

- (1) 2019 and 2020 include a two-year term Safety Officer position.
- (2) Fees, training, professional development, and contracted costs.
- (3) Long service bonuses, professional membership fees, and boot and clothing allowances.

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## GENERAL FUND - Fiscal Services

<b>Fiscal Services Budget</b>	<b>2018 Actuals (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Budget (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Taxation	27,928	30,680	30,691	<b>33,508</b>	34,464	36,412	(1)
Taxes Allocated to Capital	(600)	(1,491)	(1,491)	<b>(1,340)</b>	(1,260)	(1,700)	(2)
Government Grants	-	75	75	<b>75</b>	75	75	
User Charges							
Power Distribution -Franchise Fee	1,055	1,030	1,030	<b>1,045</b>	1,050	1,055	
Tax Penalties	287	300	300	<b>300</b>	300	300	
Others	152	35	50	<b>50</b>	50	50	
Investment Income	532	350	650	<b>500</b>	400	300	
<b>Total Revenue</b>	<b>29,354</b>	<b>30,979</b>	<b>31,305</b>	<b>34,138</b>	<b>35,079</b>	<b>36,492</b>	
<b>Expenditures (By Activity)</b>							
Cash Management	54	202	300	<b>186</b>	189	192	
Valuation Allowance	276	250	250	<b>280</b>	280	280	
<b>Total Expenditures</b>	<b>330</b>	<b>452</b>	<b>550</b>	<b>466</b>	<b>469</b>	<b>472</b>	
<b>Net Revenue (Expenditures)</b>	<b>29,024</b>	<b>30,527</b>	<b>30,755</b>	<b>33,672</b>	<b>34,610</b>	<b>36,020</b>	
<b>Interfund Transfers</b>							
(To) From Water & Sewer Fund	1,213	1,243	1,243	<b>1,255</b>	1,286	1,319	(3)
(To) From Solid Waste Management Fund	334	342	342	<b>340</b>	349	357	(3)
(To) From Land Development Fund	189	193	193	<b>377</b>	386	396	(3)
<b>Total Interfund Transfers</b>	<b>1,736</b>	<b>1,778</b>	<b>1,778</b>	<b>1,972</b>	<b>2,021</b>	<b>2,072</b>	
<b>Change in Fund Balance</b>	<b>30,760</b>	<b>32,305</b>	<b>32,533</b>	<b>35,644</b>	<b>36,631</b>	<b>38,092</b>	
<b>Expenditure (by Object)</b>							
General Services	140	202	161	<b>186</b>	189	192	
Others (Mainly Bad Debt)	190	250	389	<b>280</b>	280	280	
<b>Total Expenditures (by Object)</b>	<b>330</b>	<b>452</b>	<b>550</b>	<b>466</b>	<b>469</b>	<b>472</b>	

**Note:**

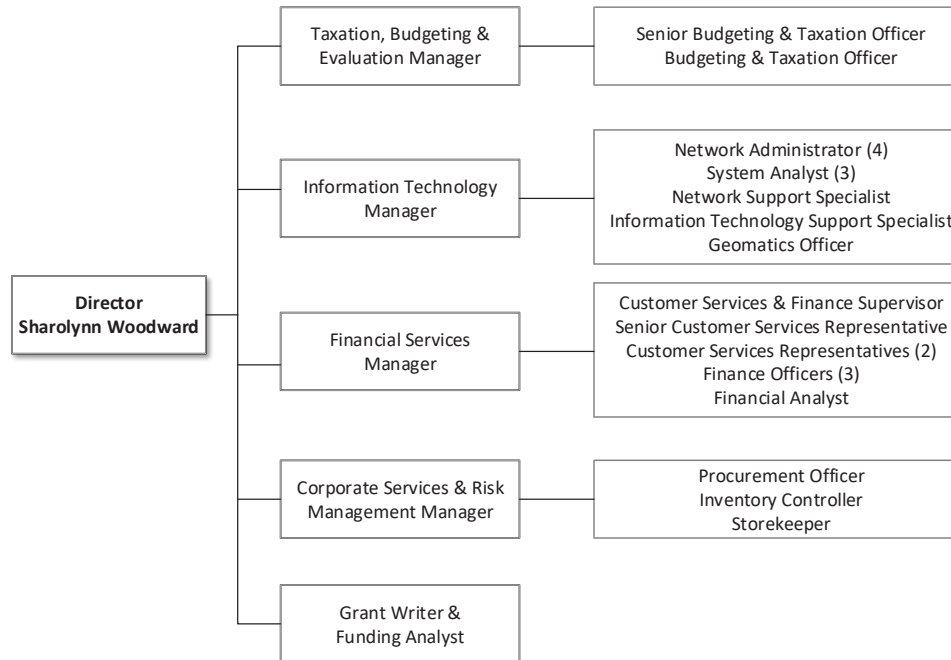
- (1) 2020 property taxes are based on 2019 assessed values. Growth in 2019 assessed values is based on a review of building permits to October 2019. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as Crown corporations. 2019 assessment growth was based on a 0.51% increase from property development. The increase in taxation is based on the assumption that the mill rate will increase by 8.48% in 2020, 2.09% in 2021 and 4.93% in 2022.
- (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.

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## GENERAL FUND - Corporate Services

### Department Staffing



### Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	6.00	6.00	6.00	7.00	8.00	8.00	(1)
Taxation & Budgeting	2.00	2.00	2.00	2.00	2.00	2.00	
Financial Services	8.38	8.38	8.38	8.40	8.40	8.40	
Corporate Services & Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	
Information Technology	10.00	10.00	10.00	10.00	10.00	10.00	
	29.38	29.38	29.38	30.40	31.40	31.40	
Permanent	28.00	28.00	28.00	29.00	29.00	29.00	
Part-time/Casual/Term	1.38	1.38	1.38	1.40	2.40	2.40	
	29.38	29.38	29.38	30.40	31.40	31.40	

#### Note

- (1) A two-year term Grant Writer and Funding Analyst position was added in 2018 and it is recommended that it become a permanent position in 2020. A five-year term Asset Management Leader position is recommended, beginning in 2020. A four-year term Asset Management Support position is recommended, beginning in 2021.

## GENERAL FUND - Corporate Services

### CORPORATE SERVICES DEPARTMENT

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Corporate Services 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	
User Charges	726	673	738	685	685	685	
<b>Total Revenue</b>	<b>851</b>	<b>798</b>	<b>863</b>	<b>810</b>	<b>810</b>	<b>810</b>	
<b>Expenditures (By Division)</b>							
Directorate	1,006	1,152	1,245	1,417	1,486	1,543	
Taxation & Budgeting	442	494	506	500	507	515	
Financial Services	882	930	873	951	972	989	
Corporate Services & Risk Management	1,355	1,483	1,429	1,479	1,440	1,452	
Information Technology	2,445	2,724	2,620	2,817	2,923	3,023	
<b>Total Expenditures (By Division)</b>	<b>6,130</b>	<b>6,783</b>	<b>6,673</b>	<b>7,164</b>	<b>7,328</b>	<b>7,522</b>	
<b>Net Revenue (Expenditures)</b>	<b>(5,279)</b>	<b>(5,985)</b>	<b>(5,810)</b>	<b>(6,354)</b>	<b>(6,518)</b>	<b>(6,712)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	3,462	3,728	3,730	3,985	4,219	4,364	
General Services	546	892	915	895	840	856	
Materials	582	473	433	546	506	514	
Maintenance	786	825	815	871	896	920	
Vehicle -O&M	10	5	5	7	7	8	
Insurance	744	860	775	860	860	860	
<b>Total Expenditures (By Object)</b>	<b>6,130</b>	<b>6,783</b>	<b>6,673</b>	<b>7,164</b>	<b>7,328</b>	<b>7,522</b>	



## GENERAL FUND - Corporate Services

Corporate Services Directorate Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	150	172	187	212	222	230	
Funding & Reporting	100	115	126	142	149	155	
Long-Term Planning & Priority Setting	302	346	374	424	446	464	
Public Inquiry & Communication	100	115	126	142	149	155	
Team Leadership	100	115	126	142	149	155	
Legislation & Governance	254	289	306	355	371	384	
<b>Total Expenditures (By Activity)</b>	<b>1,006</b>	<b>1,152</b>	<b>1,245</b>	<b>1,417</b>	<b>1,486</b>	<b>1,543</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,006)</b>	<b>(1,152)</b>	<b>(1,245)</b>	<b>(1,417)</b>	<b>(1,486)</b>	<b>(1,543)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	989	1,023	1,050	1,181	1,322	1,376	(1)
General Services	16	123	189	233	161	164	(2)
Materials	1	6	6	3	3	3	
<b>Total Expenditures (By Object)</b>	<b>1,006</b>	<b>1,152</b>	<b>1,245</b>	<b>1,417</b>	<b>1,486</b>	<b>1,543</b>	

**Note:**

- (1) A two-year term Grant Writer and Funding Analyst position was added in 2018 and it is recommended that it become a permanent position in 2020. A five-year term Asset Management Leader position is recommended, beginning in 2020. A four-year term Asset Management Support position is recommended, beginning in 2021.
- (2) Contracted costs including \$75,000 for a water rates study in 2020.



## GENERAL FUND - Corporate Services

### TAXATION, BUDGETING AND EVALUATION DIVISION

The Taxation, Budgeting and Evaluation Division is responsible for budgeting, program evaluation, property assessment and taxation in accordance with established legislations and by-laws. The Division coordinates and prepares the annual and multi-year budget and long-term financial plans. This multi-year budget process help the City to ensure that, in the course of providing services to the public,

Council's goals, objectives and directions are implemented and costs are controlled. This Division also administers the Senior and Disabled Grants, Local Improvement Charge, property assessment and taxation functions.

Taxation, Budgeting & Evaluation Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	(1)
User Charges	-	43	50	55	55	55	(2)
<b>Total Revenue</b>	<b>125</b>	<b>168</b>	<b>175</b>	<b>180</b>	<b>180</b>	<b>180</b>	
<b>Expenditures (by Activity)</b>							
Budgeting	89	99	101	101	102	104	
Property Assessment & Taxes	353	395	405	398	406	412	(1)
Rounding	-	-	-	1	(1)	(1)	
<b>Total Expenditures (By Activity)</b>	<b>442</b>	<b>494</b>	<b>506</b>	<b>500</b>	<b>507</b>	<b>515</b>	
<b>Net Revenue (Expenditures)</b>	<b>(317)</b>	<b>(326)</b>	<b>(331)</b>	<b>(320)</b>	<b>(327)</b>	<b>(335)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	198	220	224	226	229	233	
General Services	234	259	265	256	259	262	(3)
Materials	-	5	5	5	5	5	
Maintenance	10	10	12	13	14	15	
<b>Total Expenditures (By Object)</b>	<b>442</b>	<b>494</b>	<b>506</b>	<b>500</b>	<b>507</b>	<b>515</b>	

**Note:**

- (1) Funds received under the City's Assessment Authority Agreement with the GNWT, which is in place through May 31, 2021.
- (2) Tax certificate fees and tax collection cost recoveries, which were previously reported in the Financial Services Division.
- (3) Assessment contracted costs.



### 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.

## GENERAL FUND - Corporate Services

Information Technology Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	1	1	1	1	1	
<b>Total Revenue</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>Expenditures (by Activity)</b>							
Installation	242	274	263	282	292	300	
Maintenance	1,465	1,632	1,571	1,690	1,753	1,813	
System Development	122	137	133	142	149	153	
Support Services	609	681	657	703	729	755	
Rounding	7	-	(4)	-	-	2	
<b>Total Expenditures (By Activity)</b>	<b>2,445</b>	<b>2,724</b>	<b>2,620</b>	<b>2,817</b>	<b>2,923</b>	<b>3,023</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,444)</b>	<b>(2,723)</b>	<b>(2,619)</b>	<b>(2,816)</b>	<b>(2,922)</b>	<b>(3,022)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,183	1,356	1,345	1,423	1,489	1,555	(1)
General Services	170	393	344	337	349	357	(2)
Materials	311	159	127	196	200	203	(3)
Maintenance	776	815	803	858	882	905	(4)
Vehicle O&M	5	1	1	3	3	3	
<b>Total Expenditures (By Object)</b>	<b>2,445</b>	<b>2,724</b>	<b>2,620</b>	<b>2,817</b>	<b>2,923</b>	<b>3,023</b>	

**Note:**

- (1) One Network Administrator position was added in 2018 to support the City's emergency voice radio system.
- (2) Internet, network, network security, software acquisition, and renewal costs.
- (3) Communication infrastructures and supplies. In 2020, \$53,000 in radio licensing costs were reallocated from the Corporate Services and Risk Management Division's budget.
- (4) Hardware and software maintenance.



## FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the accounting, utilities, and lottery and business licensing functions, in accordance with established legislation and by-laws. The Division manages operating and capital financial transactions, treasury, investment, and corporate accounting and financial reporting functions. The Division also administers the Customer Service function that responds to inquiries, provides information, handle complaints and takes payments and registrations.

Financial Services Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	610	516	547	516	516	516	
<b>Total Revenue</b>	<b>610</b>	<b>516</b>	<b>547</b>	<b>516</b>	<b>516</b>	<b>516</b>	
<b>Expenditures (by Activity)</b>							
Cash Management	177	186	175	190	195	199	
Customer Invoicing & Vendor Payments	309	326	306	332	340	346	
Financial Analysis & Reporting	133	139	130	142	145	148	
Licences & Permits	133	139	130	142	145	148	
Public Information/Inquiry & Customer Services	133	139	130	142	145	148	
Rounding	(3)	1	2	3	2	-	
<b>Total Expenditures (By Activity)</b>	<b>882</b>	<b>930</b>	<b>873</b>	<b>951</b>	<b>972</b>	<b>989</b>	
<b>Net Revenue (Expenditures)</b>	<b>(272)</b>	<b>(414)</b>	<b>(326)</b>	<b>(435)</b>	<b>(456)</b>	<b>(473)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	763	799	753	825	843	858	
General Services	21	4	4	4	4	4	(1)
Materials	98	127	116	122	125	127	(2)
<b>Total Expenditures (By Object)</b>	<b>882</b>	<b>930</b>	<b>873</b>	<b>951</b>	<b>972</b>	<b>989</b>	

**Note:**

- (1) The majority of collection costs have been reallocated to Taxation, Budgeting & Evaluation Division in 2019 as they are related to tax arrears collection costs.
- (2) Postage and printed forms.

## GENERAL FUND - Corporate Services

### CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Corporate Services & Risk Management 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	115	113	140	113	113	113	
<b>Total Revenue</b>	<b>115</b>	<b>113</b>	<b>140</b>	<b>113</b>	<b>113</b>	<b>113</b>	
<b>Expenditures (by Activity)</b>							
Customer Services	340	369	356	369	360	364	
Inventory Management	340	369	356	369	360	364	
Material Purchasing	543	593	572	592	576	580	
Risk Management	134	148	143	148	144	144	
Rounding	(2)	4	2	1	-	-	
<b>Total Expenditures (By Activity)</b>	<b>1,355</b>	<b>1,483</b>	<b>1,429</b>	<b>1,479</b>	<b>1,440</b>	<b>1,452</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,240)</b>	<b>(1,370)</b>	<b>(1,289)</b>	<b>(1,366)</b>	<b>(1,327)</b>	<b>(1,339)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	329	330	358	330	336	342	
General Services	105	113	113	65	67	69	(1)
Materials	172	176	179	220	173	176	(2)
Vehicle O&M	5	4	4	4	4	5	
Insurance	744	860	775	860	860	860	
<b>Total Expenditures (By Object)</b>	<b>1,355</b>	<b>1,483</b>	<b>1,429</b>	<b>1,479</b>	<b>1,440</b>	<b>1,452</b>	

**Note:**

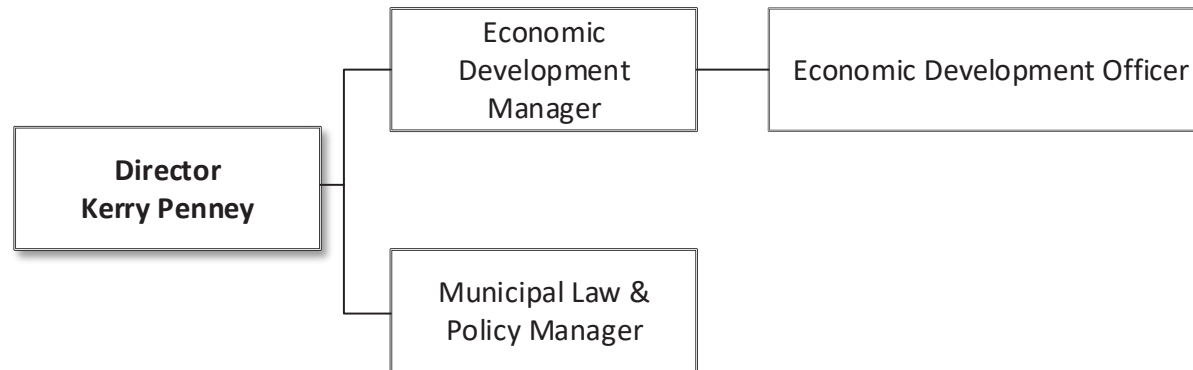
- (1) Telephone and communication costs. The 2020 Budget is lower as radio licensing costs have been reallocated to the Information Technology Division.
- (2) Printer supplies, office equipment and overhead, and \$45,000 for new boardroom furniture and additional office equipment in 2020.





## GENERAL FUND - Economic Development & Strategy

### Department Staffing



### Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	4.00	4.00	4.00	4.00	4.00	4.00	(1)
	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	

#### Note

- (1) The Corporate Communications Advisor position was transferred from the Economic Development and Strategy Department to the City Clerk Division in 2019. A Manager, Economic Development position was added in 2019 and was funded by external funding; from 2020 onwards, the position will be funded by the City.

## GENERAL FUND - Economic Development & Strategy

### ECONOMIC DEVELOPMENT & STRATEGY DEPARTMENT

The Economic Development & Strategy Department oversees strategic planning, municipal law, policy, and economic development programs.

We are a service department for:

- Promoting and enhancing our local economy
- Drawing investment to Yellowknife
- Administering municipal law and policy

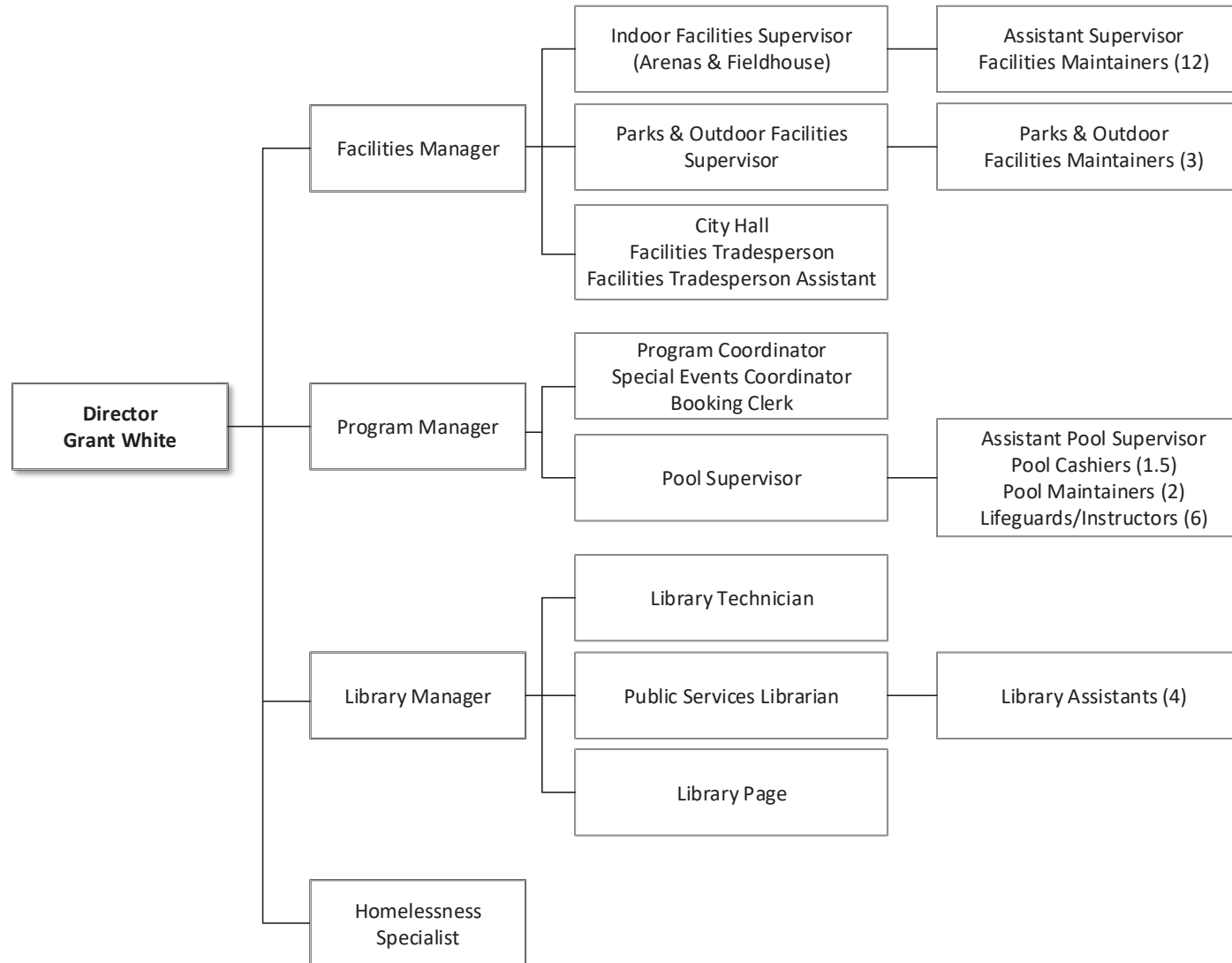
Economic Development & Strategy Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	373	50	369	50	50	50	(1)
User Charges	12	-	8	-	-	-	(2)
<b>Total Revenue</b>	<b>385</b>	<b>50</b>	<b>377</b>	<b>50</b>	<b>50</b>	<b>50</b>	
<b>Expenditures (by Activity)</b>							
Administrative	57	53	71	47	50	52	
Economic Development	291	262	346	239	251	261	
Long-Term Planning & Priority Setting	174	158	207	144	152	157	
Policy & Legal	116	105	138	95	99	104	
Public Inquiry & Communication	232	210	276	191	201	208	
Team Leadership	57	53	71	47	50	52	
Legislation & Governance	233	208	270	196	204	209	
<b>Total Expenditures (By Activity)</b>	<b>1,160</b>	<b>1,049</b>	<b>1,379</b>	<b>959</b>	<b>1,007</b>	<b>1,043</b>	
<b>Net Revenue (Expenditures)</b>	<b>(775)</b>	<b>(999)</b>	<b>(1,002)</b>	<b>(909)</b>	<b>(957)</b>	<b>(993)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	577	608	575	662	702	730	(3)
General Services	579	436	801	292	300	308	(4)
Materials	4	5	3	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>1,160</b>	<b>1,049</b>	<b>1,379</b>	<b>959</b>	<b>1,007</b>	<b>1,043</b>	

**Note:**

- (1) Grants received for operating the Visitors' Services Centre, Win Your Space, Economic Development Officer position, Wayfinding, and Agricultural Strategy.
- (2) Win Your Space sponsorships.
- (3) The Corporate Communications Advisor position was transferred from the Economic Development and Strategy Department to the City Clerk Division in 2019. One Manager, Economic Development position was added in 2019 and was funded by external funding. From 2020 onwards, the position will be funded by the City.
- (4) Public relations, communications, and tourism. 2018 Actual and 2019 Forecast are higher than budget but the excesses are funded by grants received. The 2020 Budget reflects the transfer of City's communication function to the City Clerk Division.



### Department Staffing



## GENERAL FUND - Community Services

### Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	5.00	5.00	5.00	<b>5.00</b>	5.00	5.00	(1)
Arenas	9.49	9.43	10.79	<b>10.79</b>	10.79	10.79	(2)
Fieldhouse	4.28	5.37	5.37	<b>4.82</b>	4.82	4.82	(3)
City Hall	1.23	2.00	2.00	<b>2.00</b>	2.00	2.00	(2)
Parks	13.09	13.09	13.09	<b>13.66</b>	13.66	13.66	
Programs	6.83	8.21	8.21	<b>8.58</b>	8.58	8.58	(4)
Pool	14.45	14.79	14.79	<b>13.86</b>	13.86	13.86	(2)
Library	7.26	8.26	8.26	<b>8.21</b>	8.21	8.21	(5)
Curling Club	0.07	0.00	0.00	<b>0.00</b>	0.00	0.00	(2)
Wildcat Café	0.03	0.00	0.00	<b>0.00</b>	0.00	0.00	(2)
	<b>61.73</b>	<b>66.15</b>	<b>67.51</b>	<b>66.92</b>	<b>66.92</b>	<b>66.92</b>	
Permanent	42.88	44.04	46.04	<b>46.04</b>	46.04	46.04	
Part-time/Casual	18.85	22.11	21.47	<b>20.88</b>	20.88	20.88	
	<b>61.73</b>	<b>66.15</b>	<b>67.51</b>	<b>66.92</b>	<b>66.92</b>	<b>66.92</b>	

#### Note

- (1) Includes the Homelessness Specialist position.
- (2) Starting in 2019, the Facilities Tradesperson's time was reported under City Hall, instead of allocated to different facilities.
- (3) 1.1 Person-Year for Climbing Wall Assistants were added in 2019.
- (4) 0.5 Person-Year for Part-time Booking Clerk position is recommended in 2020.
- (5) One Library Assistant position was added in 2019.



## 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 and social issues as feasible. 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	464	253	451	140	140	140	
User Charges	2,199	2,460	2,299	2,413	2,466	2,516	(1)
<b>Total Revenue</b>	<b>2,663</b>	<b>2,713</b>	<b>2,750</b>	<b>2,553</b>	<b>2,606</b>	<b>2,656</b>	
<b>Expenditures (By Division)</b>							
Directorate	1,542	1,407	1,428	1,455	1,470	1,516	
Arenas	2,457	2,130	2,513	2,483	2,535	2,591	
Fieldhouse	721	781	769	784	800	818	
Yellowknife Curling Club	121	129	133	132	136	139	
Parks	1,458	1,345	1,263	1,481	1,560	1,551	
Library	1,097	1,265	1,247	1,376	1,410	1,451	
Pool	1,723	1,881	1,757	1,815	1,881	1,941	
Recreation	674	825	747	907	928	946	
Wildcat Cafe	19	18	19	26	22	22	
City Hall	647	591	601	621	639	658	
<b>Total Expenditures (By Division)</b>	<b>10,459</b>	<b>10,372</b>	<b>10,477</b>	<b>11,080</b>	<b>11,381</b>	<b>11,633</b>	
<b>Net Revenue (Expenditures)</b>	<b>(7,796)</b>	<b>(7,659)</b>	<b>(7,727)</b>	<b>(8,527)</b>	<b>(8,775)</b>	<b>(8,977)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	5,642	6,026	5,932	6,243	6,444	6,626	(2)
General Services	1,444	1,418	1,347	1,499	1,550	1,535	
Materials	501	451	554	570	560	572	
Maintenance	981	771	796	822	870	889	
Utility -Fuel	592	466	583	614	590	606	
Utility -Power	1,159	1,159	1,182	1,233	1,265	1,299	
Vehicle -O&M	140	81	83	99	102	106	
<b>Total Expenditures (By Object)</b>	<b>10,459</b>	<b>10,372</b>	<b>10,477</b>	<b>11,080</b>	<b>11,381</b>	<b>11,633</b>	

**Note:**

- (1) Estimated revenue is based on a 3% increase in user fees.  
 (2) One Library Assistant position was added in 2019.

## GENERAL FUND - Community Services

Community Services Directorate Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	302	120	114	-	-	-	(1)
User Charges	12	25	62	60	85	110	(2)
<b>Total Revenue</b>	<b>314</b>	<b>145</b>	<b>176</b>	<b>60</b>	<b>85</b>	<b>110</b>	
<b>Expenditures (by Activity)</b>							
Administrative	156	140	143	144	146	152	
Long Term Planning & Priority Setting	156	140	143	144	146	152	
Public Inquiry & Communication	231	211	214	218	220	227	
Team Leadership	540	491	497	507	513	529	
Legislation & Governance	459	425	431	442	445	456	
<b>Total Expenditures (By Activity)</b>	<b>1,542</b>	<b>1,407</b>	<b>1,428</b>	<b>1,455</b>	<b>1,470</b>	<b>1,516</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,228)</b>	<b>(1,262)</b>	<b>(1,252)</b>	<b>(1,395)</b>	<b>(1,385)</b>	<b>(1,406)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	780	751	751	776	814	851	
General Services	740	640	660	656	633	641	(3)
Materials	-	3	3	3	3	3	
Vehicle O&M	22	13	14	20	20	21	
<b>Total Expenditures (By Object)</b>	<b>1,542</b>	<b>1,407</b>	<b>1,428</b>	<b>1,455</b>	<b>1,470</b>	<b>1,516</b>	

**Note:**

- (1) In 2018 and 2019, the Street Outreach Program was partly funded by grants; no funding has been secured for future years.
- (2) Sponsorship revenues.
- (3) Sidedoor Youth Centre subsidy, Spring Clean-Up contracted costs, Street Outreach services, social issues and homelessness Employment Program.
- The 2020 Budget includes an allocation of \$30,000 as set up costs for Hockey Day in Canada.





## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	806	829	818	804	807	814	
<b>Total Revenue</b>	<b>806</b>	<b>829</b>	<b>818</b>	<b>804</b>	<b>807</b>	<b>814</b>	
<b>Expenditures (by Activity)</b>							
Arena Maintenance	1,105	954	1,128	1,117	1,140	1,168	
Ice Maintenance	489	424	502	494	502	516	
Plant & Equipment Maintenance	861	744	880	866	884	905	
Rounding	2	8	3	6	9	2	
<b>Total Expenditures (By Activity)</b>	<b>2,457</b>	<b>2,130</b>	<b>2,513</b>	<b>2,483</b>	<b>2,535</b>	<b>2,591</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,651)</b>	<b>(1,301)</b>	<b>(1,695)</b>	<b>(1,679)</b>	<b>(1,728)</b>	<b>(1,777)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,143	983	1,171	1,140	1,172	1,194	
General Services	21	27	35	28	28	29	
Materials	8	5	10	10	7	7	
Maintenance	271	256	281	273	311	317	
Utility -Fuel	364	217	360	336	305	314	
Utility -Power	650	642	656	696	712	730	
<b>Total Expenditures (By Object)</b>	<b>2,457</b>	<b>2,130</b>	<b>2,513</b>	<b>2,483</b>	<b>2,535</b>	<b>2,591</b>	

## GENERAL FUND - Community Services

Yellowknife Curling Club Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	2	-	7	-	-	-	
<b>Total Revenue</b>	<b>2</b>	<b>-</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Facility & Building Maintenance	47	50	51	52	53	56	
Plant & Equipment Maintenance	73	75	78	80	83	85	
Rounding	1	4	4	-	-	(2)	
<b>Total Expenditures (By Activity)</b>	<b>121</b>	<b>129</b>	<b>133</b>	<b>132</b>	<b>136</b>	<b>139</b>	
<b>Net Revenue (Expenditures)</b>	<b>(119)</b>	<b>(129)</b>	<b>(126)</b>	<b>(132)</b>	<b>(136)</b>	<b>(139)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	9	-	1	-	-	-	(1)
General Services	5	6	6	6	6	6	
Maintenance	27	37	37	38	39	40	
Utility -Fuel	7	14	14	18	19	19	
Utility -Power	73	72	75	70	72	74	
<b>Total Expenditures (By Object)</b>	<b>121</b>	<b>129</b>	<b>133</b>	<b>132</b>	<b>136</b>	<b>139</b>	

**Note:**

(1) Facilities Tradesperson's salary has been included in the City Hall budget since 2019.



### FACILITIES DIVISION – PARKS

The Facilities Division operates and maintains Somba K'e Park, 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 5 ball diamonds, 3 soccer pitches and 8 tennis courts. The Division also performs the necessary care and maintenance for approximately 20,000 square meters that comprises the Lakeview Cemetery.

In addition, the Division provides services such as delivery of a limited supply 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 in 17 playgrounds and infrastructure within 40 parks/greenspaces, and plans for future community requirements through the budget process.

## GENERAL FUND - Community Services

Parks Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	36	-	-	-	-	-	(1)
User Charges	56	52	54	50	50	50	
<b>Total Revenue</b>	<b>92</b>	<b>52</b>	<b>54</b>	<b>50</b>	<b>50</b>	<b>50</b>	
<b>Expenditures (by Activity)</b>							
Cemetery Maintenance	146	135	129	147	158	157	
Litter Collection	146	135	129	147	158	157	
Parks Maintenance	219	200	188	220	233	233	
Plant & Equipment Maintenance	146	135	129	147	158	157	
Snow Removal	146	135	129	147	158	157	
Special Events	72	66	64	73	75	75	
Sports Field Maintenance	219	200	188	220	233	233	
Turf Maintenance	363	338	319	371	390	389	
Rounding	1	1	(12)	9	(3)	(7)	
<b>Total Expenditures (By Activity)</b>	<b>1,458</b>	<b>1,345</b>	<b>1,263</b>	<b>1,481</b>	<b>1,560</b>	<b>1,551</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,366)</b>	<b>(1,293)</b>	<b>(1,209)</b>	<b>(1,431)</b>	<b>(1,510)</b>	<b>(1,501)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	910	949	846	1,007	1,029	1,052	
General Services	152	128	127	134	184	142	
Materials	229	157	177	210	213	218	
Maintenance	6	4	4	6	6	7	
Utility -Fuel	8	11	6	10	10	10	
Utility -Power	34	29	35	36	37	38	
Vehicle O&M	119	67	68	78	81	84	
<b>Total Expenditures (By Object)</b>	<b>1,458</b>	<b>1,345</b>	<b>1,263</b>	<b>1,481</b>	<b>1,560</b>	<b>1,551</b>	

**Note:**

(1) In 2018, the City received Green Job Initiative Funding and donations.



## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	362	431	320	315	315	315	
<b>Total Revenue</b>	<b>362</b>	<b>431</b>	<b>320</b>	<b>315</b>	<b>315</b>	<b>315</b>	
<b>Expenditures (by Activity)</b>							
Facility & Building Maintenance	289	313	308	313	320	327	
Plant & Equipment Maintenance	433	470	462	472	480	493	
Rounding	(1)	(2)	(1)	(1)	-	(2)	
<b>Total Expenditures (By Activity)</b>	<b>721</b>	<b>781</b>	<b>769</b>	<b>784</b>	<b>800</b>	<b>818</b>	
<b>Net Revenue (Expenditures)</b>	<b>(359)</b>	<b>(350)</b>	<b>(449)</b>	<b>(469)</b>	<b>(485)</b>	<b>(503)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	429	484	460	470	478	487	(1)
General Services	2	2	4	3	3	3	
Materials	20	28	28	29	29	30	
Maintenance	74	78	78	83	85	87	
Utility -Fuel	37	36	39	36	37	38	
Utility -Power	159	153	160	163	168	173	
<b>Total Expenditures (By Object)</b>	<b>721</b>	<b>781</b>	<b>769</b>	<b>784</b>	<b>800</b>	<b>818</b>	

**Note:**

(1) 1.1 Person-Year Climbing Program Assistant position was added in 2019.

## GENERAL FUND - Community Services

### PROGRAMS DIVISION - POOL

The Programs Division manages all recreation programs and events, as well as the Ruth Inch Memorial Pool itself. Pool 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 Northwest Territories. 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 and groups from recreation to sport training.

Pool Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	-	1	1	1	1	1	
User Charges	531	556	584	625	644	662	
<b>Total Revenue</b>	<b>531</b>	<b>557</b>	<b>585</b>	<b>626</b>	<b>645</b>	<b>663</b>	
<b>Expenditures (by Activity)</b>							
Guarding	517	563	528	544	564	582	
Instruction	347	377	350	363	376	387	
Operations & Maintenance	861	941	882	910	938	969	
Rounding	(2)	-	(3)	(2)	3	3	
<b>Total Expenditures (By Activity)</b>	<b>1,723</b>	<b>1,881</b>	<b>1,757</b>	<b>1,815</b>	<b>1,881</b>	<b>1,941</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,192)</b>	<b>(1,324)</b>	<b>(1,172)</b>	<b>(1,189)</b>	<b>(1,236)</b>	<b>(1,278)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,230	1,355	1,265	1,266	1,315	1,361	
General Services	26	50	36	32	36	37	
Materials	140	122	126	134	136	139	
Maintenance	88	92	92	97	100	102	
Utility -Fuel	96	117	93	137	141	144	
Utility -Power	143	144	144	148	152	157	
Vehicle O&M	-	1	1	1	1	1	
<b>Total Expenditures (By Object)</b>	<b>1,723</b>	<b>1,881</b>	<b>1,757</b>	<b>1,815</b>	<b>1,881</b>	<b>1,941</b>	



## PROGRAMS DIVISION - RECREATION

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

Recreation Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	17	21	26	28	28	28	
User Charges	376	510	396	502	507	507	
<b>Total Revenue</b>	<b>393</b>	<b>531</b>	<b>422</b>	<b>530</b>	<b>535</b>	<b>535</b>	
<b>Expenditures (by Activity)</b>							
Celebrations	166	209	189	229	234	237	
Recreation and Drop In Programs	303	371	334	408	416	425	
Summer and Sport Camps	201	248	225	272	277	284	
Rounding	4	(3)	(1)	(2)	1	-	
<b>Total Expenditures (By Activity)</b>	<b>674</b>	<b>825</b>	<b>747</b>	<b>907</b>	<b>928</b>	<b>946</b>	
<b>Net Revenue (Expenditures)</b>	<b>(281)</b>	<b>(294)</b>	<b>(325)</b>	<b>(377)</b>	<b>(393)</b>	<b>(411)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	498	621	557	657	673	686	
General Services	112	108	99	157	165	168	(1)
Materials	64	96	91	93	90	92	(2)
<b>Total Expenditures (By Object)</b>	<b>674</b>	<b>825</b>	<b>747</b>	<b>907</b>	<b>928</b>	<b>946</b>	

**Note:**

- (1) Program instructors, facility rentals, and contracted costs. The 2020 allocation includes \$19,000 for special events contracted costs and equipment rentals, and \$28,000 in Recreation Guide costs will be reallocated from Community Services Directorate's budget.
- (2) Program supplies.



## 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 Northwest Territories. This division is responsible for the operation of the 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.



## GENERAL FUND - Community Services

Library Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	109	111	310	111	111	111	(1)
User Charges	22	21	21	21	22	22	
<b>Total Revenue</b>	<b>131</b>	<b>132</b>	<b>331</b>	<b>132</b>	<b>133</b>	<b>133</b>	
<b>Expenditures (by Activity)</b>							
Building	110	126	124	136	141	145	
Cataloguing	163	190	188	206	212	217	
Circulation	274	317	312	345	353	363	
Collection Development	110	126	124	136	141	145	
Inter-Library Loans	53	62	62	70	71	72	
Internet	53	62	62	70	71	72	
Program Delivery	220	252	249	276	284	290	
Reference	110	126	124	136	141	145	
Rounding	4	4	2	1	(4)	2	
<b>Total Expenditures (By Activity)</b>	<b>1,097</b>	<b>1,265</b>	<b>1,247</b>	<b>1,376</b>	<b>1,410</b>	<b>1,451</b>	
<b>Net Revenue (Expenditures)</b>	<b>(966)</b>	<b>(1,133)</b>	<b>(916)</b>	<b>(1,244)</b>	<b>(1,277)</b>	<b>(1,318)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	558	665	648	696	723	746	(2)
General Services	317	381	301	401	411	423	(3)
Materials	37	33	112	84	75	76	(4)
Maintenance	185	186	186	195	201	206	(5)
<b>Total Expenditures (By Object)</b>	<b>1,097</b>	<b>1,265</b>	<b>1,247</b>	<b>1,376</b>	<b>1,410</b>	<b>1,451</b>	

**Note:**

- (1) The 2019 Forecast includes \$200,000 donation from the Estate of Arthur Hall and \$105,000 GNWT Library Grant.
- (2) One Library Assistant was added in 2019.
- (3) Condominium fees, building repairs, and maintenance costs.
- (4) The 2020 allocation included \$41,000 for additional security services.
- (5) Janitorial services and collection maintenance costs.

## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	25	26	26	26	26	26	
<b>Total Revenue</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	
<b>Expenditures (by Activity)</b>							
City Hall	647	591	601	621	639	658	
<b>Total Expenditures (By Activity)</b>	<b>647</b>	<b>591</b>	<b>601</b>	<b>621</b>	<b>639</b>	<b>658</b>	
<b>Net Revenue (Expenditures)</b>	<b>(622)</b>	<b>(565)</b>	<b>(575)</b>	<b>(595)</b>	<b>(613)</b>	<b>(632)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	81	218	233	231	240	249	(1)
General Services	67	73	75	79	81	83	(2)
Materials	3	6	6	6	6	6	
Maintenance	326	114	114	121	123	125	(3)
Utility -Fuel	73	63	63	66	67	70	
Utility -Power	97	117	110	118	122	125	
<b>Total Expenditures (By Object)</b>	<b>647</b>	<b>591</b>	<b>601</b>	<b>621</b>	<b>639</b>	<b>658</b>	

**Note:**

- (1) The costs for both Facilities Tradespersons positions have been allocated to City Hall since 2019, instead of distributed among different facilities.
- (2) Janitorial contracted costs and supplies.
- (3) 2018 Maintenance costs were higher than budgeted due to unforeseen costs to repair water damage.



## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	7	10	11	10	10	10	
<b>Total Revenue</b>	<b>7</b>	<b>10</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>	
<b>Expenditures (by Activity)</b>							
Wildcat	19	18	19	26	22	22	
Rounding	-	-	-	-	-	-	
<b>Total Expenditures (By Activity)</b>	<b>19</b>	<b>18</b>	<b>19</b>	<b>26</b>	<b>22</b>	<b>22</b>	
<b>Net Revenue (Expenditures)</b>	<b>(12)</b>	<b>(8)</b>	<b>(8)</b>	<b>(16)</b>	<b>(12)</b>	<b>(12)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	4	-	-	-	-	-	(1)
General Services	2	3	4	3	3	3	
Materials	-	1	1	1	1	1	
Maintenance	4	4	4	9	5	5	
Utility -Fuel	7	8	8	11	11	11	
Utility -Power	2	2	2	2	2	2	
<b>Total Expenditures (By Object)</b>	<b>19</b>	<b>18</b>	<b>19</b>	<b>26</b>	<b>22</b>	<b>22</b>	

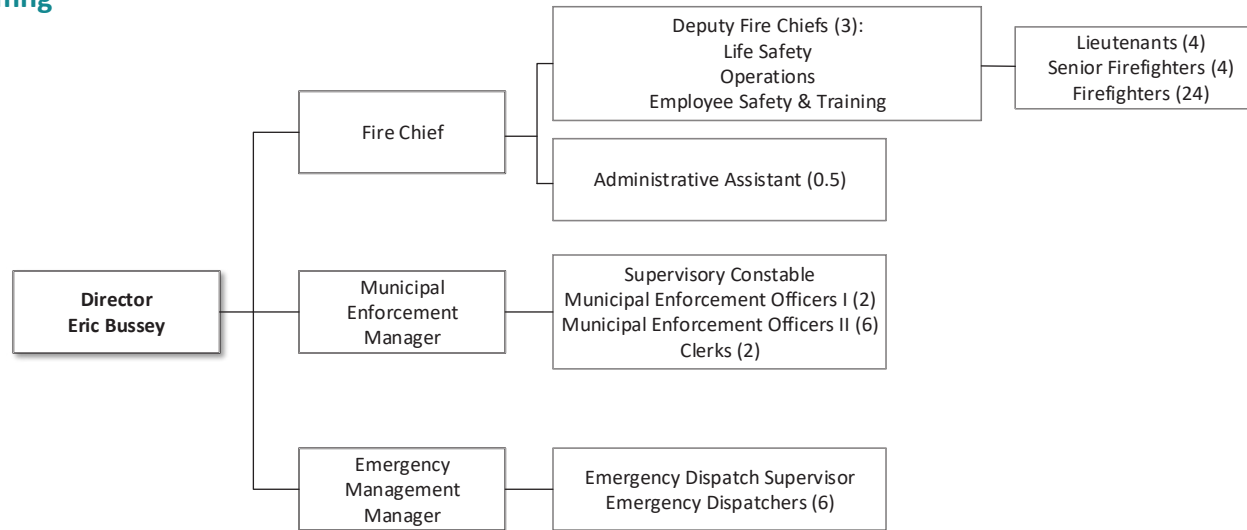
**Note:**

(1) Facilities Tradesperson's salary has been included in the City Hall budget since 2019.

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## Department Staffing



## Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	4.00	4.00	4.00	4.00	4.00	4.00	
Fire & Ambulance	35.58	35.50	35.50	35.50	36.00	36.00	(1) & (2)
Municipal Enforcement	11.00	11.00	11.00	11.00	11.00	11.00	
Emergency Management	7.00	7.00	7.00	7.00	7.00	7.00	
	<b>57.58</b>	<b>57.50</b>	<b>57.50</b>	<b>57.50</b>	<b>58.00</b>	<b>58.00</b>	
Permanent	57.58	57.50	57.50	57.50	58.00	58.00	
	<b>57.58</b>	<b>57.50</b>	<b>57.50</b>	<b>57.50</b>	<b>58.00</b>	<b>58.00</b>	

### Note

- (1) It is recommended that the 0.5 Person-Year for Administrative Assistant position become to a full-time position in 2021.
- (2) In 2018, the Facility Tradesperson accounted for 0.08 Person-Year but starting in 2019, this position is reported under City Hall.

## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	3	-	14	-	-	-	
User Charges	3,071	3,269	3,106	3,235	3,269	3,269	
<b>Total Revenue</b>	<b>3,074</b>	<b>3,269</b>	<b>3,120</b>	<b>3,235</b>	<b>3,269</b>	<b>3,269</b>	
<b>Expenditures (By Division)</b>							
Directorate	534	802	755	824	865	901	
Fire & Ambulance	5,470	5,400	5,631	5,692	5,926	6,113	
Municipal Enforcement	1,418	1,404	1,431	1,573	1,486	1,538	
Emergency Management	108	730	706	846	865	902	(1)
<b>Total Expenditures (By Division)</b>	<b>7,530</b>	<b>8,336</b>	<b>8,523</b>	<b>8,935</b>	<b>9,142</b>	<b>9,454</b>	
<b>Net Revenue (Expenditures)</b>	<b>(4,456)</b>	<b>(5,067)</b>	<b>(5,403)</b>	<b>(5,700)</b>	<b>(5,873)</b>	<b>(6,185)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	6,717	7,345	7,519	7,622	8,008	8,313	
General Services	164	177	221	294	268	243	
Materials	292	502	490	684	523	545	
Maintenance	30	43	40	50	52	53	
Utility -Fuel	42	52	42	42	42	43	
Utility -Power	68	69	75	74	76	78	
Vehicle -O&M	217	148	136	169	173	179	
<b>Total Expenditures (By Object)</b>	<b>7,530</b>	<b>8,336</b>	<b>8,523</b>	<b>8,935</b>	<b>9,142</b>	<b>9,454</b>	

**Note:**

(1) The Emergency Management Division was created on October 15, 2018.



## GENERAL FUND - Public Safety

Public Safety Directorate Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Administrative	53	81	75	82	86	90	
Long-Term Planning & Priority Setting	106	160	151	165	173	181	
Public Inquiry & Communication	106	160	151	165	173	181	
Team Leadership	106	160	151	165	173	181	
Legislation & Governance	163	241	227	247	260	268	
Total Expenditures (By Activity)	534	802	755	824	865	901	
Net Revenue (Expenditures)	(534)	(802)	(755)	(824)	(865)	(901)	
Expenditures (By Object)							
Wages & Benefits	530	696	650	715	754	788	(1)
General Services	-	-	3	3	3	3	
Materials	4	106	102	106	108	110	(2)
Total Expenditures (By Object)	534	802	755	824	865	901	

**Note:**

- (1) Starting in 2019, Manager, Emergency Management salaries were included in the budget.  
 (2) This has included \$100,000 for wildland fire mitigation efforts since 2019.



## GENERAL FUND - Public Safety

### 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. Officers 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.
- One supervisory constable who oversees 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.
- Two constables 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 and deal with the public at the counter.



## GENERAL FUND - Public Safety

<b>Municipal Enforcement Budget</b>	<b>2018 Actuals (\$000's)</b>	<b>2019 Budget (\$000's)</b>	<b>2019 Forecast (\$000's)</b>	<b>2020 Budget (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	3	-	14	-	-	-	(1)
User Charges	1,341	1,454	1,293	1,420	1,454	1,454	
<b>Total Revenue</b>	<b>1,344</b>	<b>1,454</b>	<b>1,307</b>	<b>1,420</b>	<b>1,454</b>	<b>1,454</b>	
<b>Expenditures (by Activity)</b>							
Administrative	427	421	430	470	444	462	
Court Duties	99	97	97	109	103	110	
Dog Control	70	71	72	79	75	77	
Parking Enforcement	214	212	214	235	222	230	
Public Inquiry & Communication	70	71	72	79	75	77	
Traffic Enforcement	541	534	544	596	564	583	
Rounding	(3)	(2)	2	5	3	(1)	
<b>Total Expenditures (By Activity)</b>	<b>1,418</b>	<b>1,404</b>	<b>1,431</b>	<b>1,573</b>	<b>1,486</b>	<b>1,538</b>	
<b>Net Revenue (Expenditures)</b>	<b>(74)</b>	<b>50</b>	<b>(124)</b>	<b>(153)</b>	<b>(32)</b>	<b>(84)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,233	1,190	1,175	1,205	1,258	1,305	
General Services	79	69	118	116	76	77	(2)
Materials	54	86	86	192	91	92	(3)
Utility -Fuel	7	6	7	8	8	8	
Utility -Power	5	7	5	7	7	7	
Vehicle O&M	40	46	40	45	46	49	
<b>Total Expenditures (By Object)</b>	<b>1,418</b>	<b>1,404</b>	<b>1,431</b>	<b>1,573</b>	<b>1,486</b>	<b>1,538</b>	

**Note:**

- (1) Bike rodeo donations.
- (2) Dog pound contracted costs and towing charges. The 2020 budget includes \$42,500 for ticketing software.
- (3) Uniforms, materials, and parking meter maintenance. The 2020 Budget includes of \$103,000 for in-car radar units, radar detector detection equipment, in-car cameras, and coin counter and coin wrapper machines.

## GENERAL FUND - Public Safety

### 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1,730	1,815	1,813	1,815	1,815	1,815	(1)
<b>Total Revenue</b>	<b>1,730</b>	<b>1,815</b>	<b>1,813</b>	<b>1,815</b>	<b>1,815</b>	<b>1,815</b>	
<b>Expenditures (by Activity)</b>							
Administrative	822	812	845	856	890	918	
Life Safety & Prevention	270	271	281	285	295	305	
Operations	4,101	4,054	4,224	4,266	4,442	4,585	
Training	270	271	281	285	295	305	
Rounding	7	(8)	-	-	4	-	
<b>Total Expenditures (By Activity)</b>	<b>5,470</b>	<b>5,400</b>	<b>5,631</b>	<b>5,692</b>	<b>5,926</b>	<b>6,113</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,740)</b>	<b>(3,585)</b>	<b>(3,818)</b>	<b>(3,877)</b>	<b>(4,111)</b>	<b>(4,298)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	4,846	4,729	4,989	4,892	5,147	5,334	(2)
General Services	85	108	99	149	183	157	(3)
Materials	234	310	302	376	314	333	(4)
Maintenance	30	43	40	50	52	53	
Utility -Fuel	35	46	35	34	34	35	
Utility -Power	63	62	70	67	69	71	
Vehicle O&M	177	102	96	124	127	130	
<b>Total Expenditures (By Object)</b>	<b>5,470</b>	<b>5,400</b>	<b>5,631</b>	<b>5,692</b>	<b>5,926</b>	<b>6,113</b>	

**Note:**

- (1) Revenues in 2019 increased due to higher medivac fees.
- (2) Four additional firefighters were added in October 2018. Emergency Dispatchers positions were previously included in the Fire and Ambulance Division; as of October 15, 2018, they were moved to the Emergency Management Division. It is recommended that the 0.5 Person-Year for Administrative Assistant position become a full-time position in 2021.
- (3) Telephone, radio communications, and medical director costs. 2020 includes an increase of \$15,000 in medical director fees and \$3,000 for a wellness program, and \$16,600 for risk assessment software.
- (4) Medical materials and supplies, protective gear and uniforms. The 2020 Budget allocation includes \$66,000 for safety equipment and materials, and educational tools.

## GENERAL FUND - Public Safety

### EMERGENCY MANAGEMENT DIVISION

The Emergency Management Division is responsible for maintaining the City's emergency management and business continuity programs. This responsibility includes coordination of operations in a City response to any emergencies or disruptions in services which may compromise the City's ability to function, impact municipal facilities or infrastructure, or threaten any part of the community. The division is also responsible for managing the Public Safety communications centre.

The division is comprised of:

- A manager who oversees the division's work, budget and policies.
- A communications centre supervisor who oversees the day-to-day work of the Public Safety communications centre.
- Six emergency dispatchers who maintain 24/7 operations of the communications centre in dispatching City emergency services including fire & ambulance, municipal enforcement and public works.



## GENERAL FUND - Public Safety

Emergency Management Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Answering Emergency & Non-Emergency Calls	48	329	318	379	389	405	
Compiling Statistics & Data Entry	5	36	36	41	42	45	
Monitor City Systems/Staff & Peer Support	22	146	141	169	173	180	
Monitoring Officer Status & Traffic Stops	16	109	106	127	129	135	
Training/Call & Policy Review	16	109	106	127	129	135	
Rounding	1	1	(1)	3	3	2	
<b>Total Expenditures (By Activity)</b>	<b>108</b>	<b>730</b>	<b>706</b>	<b>846</b>	<b>865</b>	<b>902</b>	
<b>Net Revenue (Expenditures)</b>	<b>(108)</b>	<b>(730)</b>	<b>(706)</b>	<b>(846)</b>	<b>(865)</b>	<b>(902)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	108	730	705	810	849	886	(1)
General Services	-	-	1	26	6	6	(2)
Materials	-	-	-	10	10	10	
<b>Total Expenditures (By Object)</b>	<b>108</b>	<b>730</b>	<b>706</b>	<b>846</b>	<b>865</b>	<b>902</b>	

**Note:**

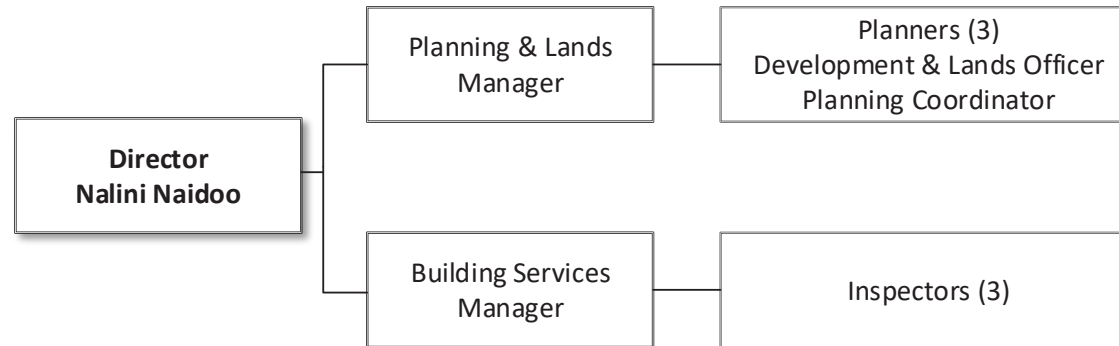
- (1) Emergency Dispatchers positions were previously included in the Fire & Emergency Division; as of October 15, 2018, they were moved to the Emergency Management Division.
- (2) Includes \$20,000 for business continuity planning and operations in 2020.

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## GENERAL FUND - Planning & Development

### Department Staffing



### Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	
Building Services	3.00	3.00	3.00	3.00	3.00	3.00	
Planning & Lands	5.00	5.00	5.00	5.00	6.00	6.00	(1)
	11.00	11.00	11.00	11.00	12.00	12.00	
Permanent	11.00	11.00	11.00	11.00	12.00	12.00	
	11.00	11.00	11.00	11.00	12.00	12.00	

#### Note

(1) One Development and Lands Officer position is recommended for 2021.



## GENERAL FUND - Planning & Development

### PLANNING & DEVELOPMENT DEPARTMENT

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 Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	519	601	351	289	289	289	
<b>Total Revenue</b>	<b>519</b>	<b>601</b>	<b>351</b>	<b>289</b>	<b>289</b>	<b>289</b>	
<b>Expenditures (By Division)</b>							
Directorate	673	629	539	570	595	623	
Planning & Lands	654	789	762	808	902	936	
Building Services	341	371	390	374	383	389	
<b>Total Expenditures (By Division)</b>	<b>1,668</b>	<b>1,789</b>	<b>1,691</b>	<b>1,752</b>	<b>1,880</b>	<b>1,948</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,149)</b>	<b>(1,188)</b>	<b>(1,340)</b>	<b>(1,463)</b>	<b>(1,591)</b>	<b>(1,659)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	1,487	1,466	1,351	1,496	1,668	1,729	(1)
General Services	150	255	255	188	143	150	(2)
Materials	30	66	60	63	63	63	(3)
Vehicle -O&M	1	2	4	5	6	6	
<b>Total Expenditures (By Object)</b>	<b>1,668</b>	<b>1,789</b>	<b>1,670</b>	<b>1,752</b>	<b>1,880</b>	<b>1,948</b>	

**Note:**

- (1) One Development and Lands Officer position is recommended for 2021.
- (2) The 2020 allocation includes \$50,000 for the Development Incentive By-law, and \$50,000 for the City's annual contribution to the Capital Area Committee operations. The latter will be conditional on matching funds from Capital Area Committee.
- (3) Heritage Committee expenses and office overhead.



## GENERAL FUND - Planning & Development

Planning & Development Directorate Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	67	64	55	58	60	63	
Long Term Planning & Priority Setting	135	126	108	114	119	124	
Public Inquiry & Communication	169	157	135	142	148	155	
Team Leadership	67	64	55	58	60	63	
Legislation & Governance	235	218	186	198	208	218	
<b>Total Expenditures (By Activity)</b>	<b>673</b>	<b>629</b>	<b>539</b>	<b>570</b>	<b>595</b>	<b>623</b>	
<b>Net Revenue (Expenditures)</b>	<b>(673)</b>	<b>(629)</b>	<b>(539)</b>	<b>(570)</b>	<b>(595)</b>	<b>(623)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	598	540	450	556	581	607	
General Services	75	89	89	14	14	16	(1)
<b>Total Expenditures (By Object)</b>	<b>673</b>	<b>629</b>	<b>539</b>	<b>570</b>	<b>595</b>	<b>623</b>	

**Note:**

(1) The 2018 and 2019 allocations included \$75,000 each year for implementation of the Operational Review recommendations.

## GENERAL FUND - Planning & Development

### 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	40	60	65	60	60	60	
<b>Total Revenue</b>	<b>40</b>	<b>60</b>	<b>65</b>	<b>60</b>	<b>60</b>	<b>60</b>	
<b>Expenditures (by Activity)</b>							
Administration & Enforcement of Land Admn By-Law	228	277	267	282	315	326	
Administration & Enforcement of Zoning By-law	259	314	304	322	360	373	
Long Term Planning & Priority Setting	97	118	114	120	134	139	
Legislation & Governance	70	80	56	84	93	98	
<b>Total Expenditures (By Activity)</b>	<b>654</b>	<b>789</b>	<b>741</b>	<b>808</b>	<b>902</b>	<b>936</b>	
<b>Net Revenue (Expenditures)</b>	<b>(614)</b>	<b>(729)</b>	<b>(676)</b>	<b>(748)</b>	<b>(842)</b>	<b>(876)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	556	568	523	579	719	748	(1)
General Services	69	160	160	168	122	127	(2)
Materials	29	60	57	60	60	60	(3)
Vehicle O&M	-	1	1	1	1	1	
<b>Total Expenditures (By Object)</b>	<b>654</b>	<b>789</b>	<b>741</b>	<b>808</b>	<b>902</b>	<b>936</b>	

**Note:**

- (1) One Development and Lands Officer position is recommended for 2021.
- (2) The 2020 allocation includes \$50,000 for the Development Incentive By-law, and \$50,000 for the City's annual contribution to the Capital Area Committee operations. The latter will be conditional on matching funds from Capital Area Committee.
- (3) Heritage Committee expenses and office overhead.

## GENERAL FUND - Planning & Development

### BUILDING SERVICES DIVISION

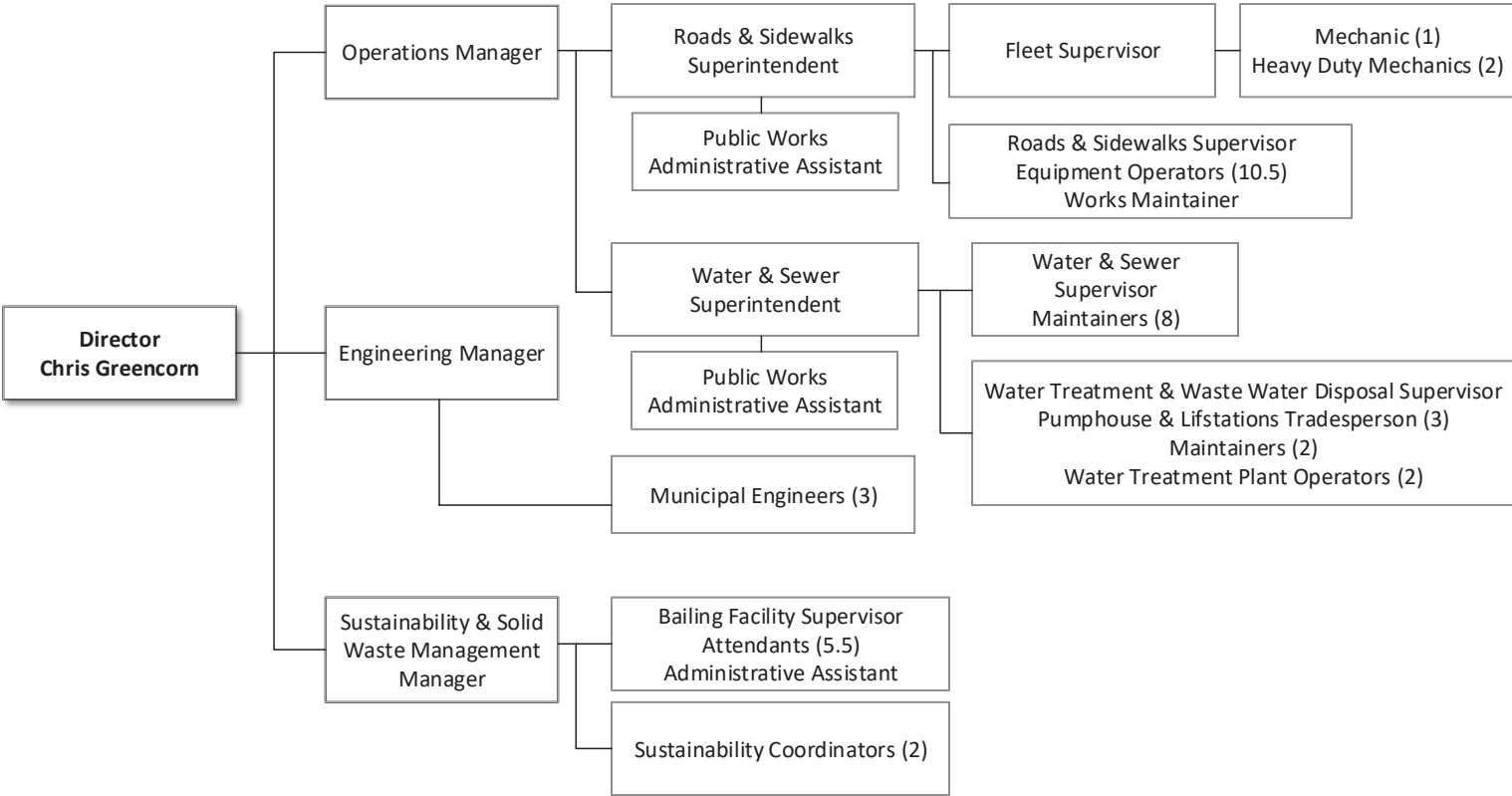
The Building Services Division issues building and mechanical permits for all types of buildings. The construction process is followed by the City's building inspectors to ensure the safety and standards of all new construction in Yellowknife.

The main services provided by the Building Services Division are the issuance of permits and compliance through review, inspections, and enforcement. The division reviews applications to ensure that projects are designed and built in accordance with Building By-law No. 4469, and other applicable standards and regulations.

Building Services Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	479	541	286	229	229	229	
<b>Total Revenue</b>	<b>479</b>	<b>541</b>	<b>286</b>	<b>229</b>	<b>229</b>	<b>229</b>	
<b>Expenditures (by Activity)</b>							
Administration & Enforcement of Building By-law	256	279	293	282	287	291	
Public Inquiry & Communication	33	37	38	36	36	37	
Legislation & Governance	52	55	59	56	60	61	
<b>Total Expenditures (By Activity)</b>	<b>341</b>	<b>371</b>	<b>390</b>	<b>374</b>	<b>383</b>	<b>389</b>	
<b>Net Revenue (Expenditures)</b>	<b>138</b>	<b>170</b>	<b>(104)</b>	<b>(145)</b>	<b>(154)</b>	<b>(160)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	333	358	378	361	368	374	
General Services	5	6	6	6	7	7	
Materials	2	6	3	3	3	3	
Vehicle O&M	1	1	3	4	5	5	
<b>Total Expenditures (By Object)</b>	<b>341</b>	<b>371</b>	<b>390</b>	<b>374</b>	<b>383</b>	<b>389</b>	



Department Staffing



## GENERAL FUND - Public Works & Engineering

### Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	6.00	6.00	6.00	<b>6.00</b>	6.00	6.00	
City Garage	4.30	4.46	4.46	<b>4.46</b>	4.46	4.46	
Roads & Sidewalks	15.81	15.81	15.81	<b>15.81</b>	16.81	17.81	(1)
Solid Waste Management	8.26	9.18	9.18	<b>9.68</b>	9.68	9.68	(2) & (3)
Water and Sewer	20.25	20.93	20.93	<b>21.95</b>	22.95	21.95	(4)
	<b>54.62</b>	<b>56.38</b>	<b>56.38</b>	<b>57.90</b>	<b>59.90</b>	<b>59.90</b>	
Permanent	51.08	53.00	53.00	<b>54.00</b>	56.00	56.00	
Part-time/Casual	3.54	3.38	3.38	<b>3.90</b>	3.90	3.90	
	<b>54.62</b>	<b>56.38</b>	<b>56.38</b>	<b>57.90</b>	<b>59.90</b>	<b>59.90</b>	

#### Note

- (1) One Works Maintainer and one Equipment Operator positions are recommended for 2021 and 2022 respectively.
- (2) In 2018, the Facility Tradesperson accounted for 0.08 Person-Year but starting in 2019, this position is reported reported under City Hall.
- (3) A second Sustainability Projects Coordinator position was added in 2019 and 0.5 Person-Year for Solid Waste Facility Attendant 1 position is recommended in 2020.
- (4) One three-year term Municipal Engineer position was added in 2019. One additional Maintainer position is proposed for each of 2020 and 2021.



### PUBLIC WORKS & ENGINEERING DEPARTMENT

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 the Community Energy Plan initiatives. Within the framework of rising fuel prices and Canada's commitment to reduce greenhouse gas emissions, the City has developed a Community Energy Plan (CEP). In 2017 the City adopted the second version CEP, the scope of which sets targets for both corporate and community emissions reductions by 2025. The initiatives of the CEP are designed to help the City achieve these goals.



## GENERAL FUND - Public Works & Engineering

Public Works & Engineering Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	60	-	195	-	-	-	
User Charges	556	430	512	500	500	500	
<b>Total Revenue</b>	<b>616</b>	<b>430</b>	<b>707</b>	<b>500</b>	<b>500</b>	<b>500</b>	
<b>Expenditures (By Division)</b>							
Directorate	935	855	1,074	873	914	947	
City Garage (Fleet Management)	894	828	709	924	932	947	
Public Transit	1,638	1,734	1,734	1,908	1,957	2,005	
Roads & Sidewalks	3,709	4,054	4,089	4,320	4,496	4,693	
<b>Total Expenditures (By Division)</b>	<b>7,176</b>	<b>7,471</b>	<b>7,606</b>	<b>8,025</b>	<b>8,299</b>	<b>8,592</b>	
<b>Net Revenue (Expenditures)</b>	<b>(6,560)</b>	<b>(7,041)</b>	<b>(6,899)</b>	<b>(7,525)</b>	<b>(7,799)</b>	<b>(8,092)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	3,036	3,197	3,068	3,274	3,426	3,599	
General Services	2,111	2,205	2,434	2,412	2,476	2,536	
Materials	481	637	662	667	684	698	
Maintenance	(5)	5	5	5	5	5	
Utility -Fuel	63	69	59	55	47	47	
Utility -Power	883	906	938	969	1,001	1,029	
Vehicle -O&M	1,657	1,400	1,388	1,581	1,626	1,680	
Internal Recoveries	(1,050)	(948)	(948)	(938)	(966)	(1,002)	
<b>Total Expenditures (By Object)</b>	<b>7,176</b>	<b>7,471</b>	<b>7,606</b>	<b>8,025</b>	<b>8,299</b>	<b>8,592</b>	



## GENERAL FUND - Public Works & Engineering

Public Works & Engineering Directorate Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	60	-	195	-	-	-	(1)
<b>Total Revenue</b>	<b>60</b>	<b>-</b>	<b>195</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Administrative	94	84	107	87	91	94	
Long Term Planning & Priority Setting	374	342	430	350	365	378	
Public Inquiry & Communication	140	127	161	130	136	142	
Team Leadership	94	84	107	87	91	94	
Legislation & Governance	233	218	269	219	231	239	
<b>Total Expenditures (By Activity)</b>	<b>935</b>	<b>855</b>	<b>1,074</b>	<b>873</b>	<b>914</b>	<b>947</b>	
<b>Net Revenue (Expenditures)</b>	<b>(875)</b>	<b>(855)</b>	<b>(879)</b>	<b>(873)</b>	<b>(914)</b>	<b>(947)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	847	817	840	832	872	904	
General Services	72	12	207	13	13	14	(1)
Materials	10	22	23	23	24	24	
Vehicle O&M	6	4	4	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>935</b>	<b>855</b>	<b>1,074</b>	<b>873</b>	<b>914</b>	<b>947</b>	

**Note:**

(1) The Smart Cities Challenge was funded by federal grants.

## GENERAL FUND - Public Works & Engineering

City Garage Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Fleet Repair & Maintenance	1,556	1,421	1,326	1,490	1,519	1,564	
Garage & City Yard Maintenance	294	266	248	277	284	291	
Standby Generator Maintenance	98	89	84	93	94	97	
Maintenance Costs Allocated	(1,050)	(948)	(948)	(938)	(966)	(1,002)	(1)
Rounding	(4)	-	(1)	2	1	(3)	
<b>Total Expenditures (By Activity)</b>	<b>894</b>	<b>828</b>	<b>709</b>	<b>924</b>	<b>932</b>	<b>947</b>	
<b>Net Revenue (Expenditures)</b>	<b>(894)</b>	<b>(828)</b>	<b>(709)</b>	<b>(924)</b>	<b>(932)</b>	<b>(947)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	501	565	473	576	585	596	
General Services	48	43	43	45	46	47	
Materials	89	45	45	46	47	48	
Utility -Fuel	63	69	59	55	47	47	
Utility -Power	51	56	51	55	58	59	
Vehicle O&M	1,192	998	986	1,085	1,115	1,152	
Internal Recoveries	(1,050)	(948)	(948)	(938)	(966)	(1,002)	(1)
<b>Total Expenditures (By Object)</b>	<b>894</b>	<b>828</b>	<b>709</b>	<b>924</b>	<b>932</b>	<b>947</b>	

**Note:**

(1) Maintenance costs represent 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	434	405	403	400	400	400	
<b>Total Revenue</b>	<b>434</b>	<b>405</b>	<b>403</b>	<b>400</b>	<b>400</b>	<b>400</b>	
<b>Expenditures (by Activity)</b>							
Transit Operations	1,638	1,734	1,734	1,908	1,957	2,005	
<b>Total Expenditures (By Activity)</b>	<b>1,638</b>	<b>1,734</b>	<b>1,734</b>	<b>1,908</b>	<b>1,957</b>	<b>2,005</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,204)</b>	<b>(1,329)</b>	<b>(1,331)</b>	<b>(1,508)</b>	<b>(1,557)</b>	<b>(1,605)</b>	
<b>Expenditures (By Object)</b>							
General Services	1,621	1,721	1,721	1,895	1,944	1,992	
Materials	17	8	8	8	8	8	
Maintenance	-	5	5	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>1,638</b>	<b>1,734</b>	<b>1,734</b>	<b>1,908</b>	<b>1,957</b>	<b>2,005</b>	

## GENERAL FUND - Public Works & Engineering

Roads & Sidewalks Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	122	25	109	100	100	100	(1)
<b>Total Revenue</b>	<b>122</b>	<b>25</b>	<b>109</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Expenditures (by Activity)</b>							
Administrative	185	200	201	214	224	231	
Snow & Ice Control	1,670	1,826	1,841	1,945	2,019	2,109	
Storm & Ditch Maintenance	185	200	201	214	224	231	
Street Maintenance	1,299	1,424	1,436	1,514	1,572	1,641	
Traffic Signals & Lighting	368	403	407	433	448	468	
Rounding	2	1	3	-	9	13	
<b>Total Expenditures (By Activity)</b>	<b>3,709</b>	<b>4,054</b>	<b>4,089</b>	<b>4,320</b>	<b>4,496</b>	<b>4,693</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,587)</b>	<b>(4,029)</b>	<b>(3,980)</b>	<b>(4,220)</b>	<b>(4,396)</b>	<b>(4,593)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,688	1,815	1,755	1,866	1,969	2,099	(2)
General Services	370	429	463	459	473	483	
Materials	365	562	586	590	605	618	
Maintenance	(5)	-	-	-	-	-	
Utility -Power	832	850	887	914	943	970	
Vehicle O&M	459	398	398	491	506	523	
<b>Total Expenditures (By Object)</b>	<b>3,709</b>	<b>4,054</b>	<b>4,089</b>	<b>4,320</b>	<b>4,496</b>	<b>4,693</b>	

**Note:**

(1) Quarry revenues.

(2) One Works Maintainer and one Equipment Operator positions are recommended for 2021 and 2022 respectively.



## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Government Grants	5	-	-	-	-	-	
User Fees							
Solid Waste Levy	1,072	1,087	1,087	1,154	1,194	1,236	(1)
Tipping Fees	2,479	2,210	2,304	2,323	2,388	2,455	(1)
Sales of Recyclables	26	50	10	10	10	10	
<b>Total Revenue</b>	<b>3,582</b>	<b>3,347</b>	<b>3,401</b>	<b>3,487</b>	<b>3,592</b>	<b>3,701</b>	
<b>Expenditures (By Activity)</b>							
Waste Collection	338	357	362	392	408	424	
Waste Processing	1,360	1,483	1,484	1,531	1,572	1,612	
Waste Recycling	373	431	421	442	452	462	
Site Restoration/Closure							
Annual Accrual	(481)	650	500	436	436	436	
Amortization	1,084	1,050	1,050	1,050	1,050	1,050	
<b>Total Expenditures</b>	<b>2,674</b>	<b>3,971</b>	<b>3,817</b>	<b>3,851</b>	<b>3,918</b>	<b>3,984</b>	
<b>Net Revenue (Expenditures)</b>	<b>908</b>	<b>(624)</b>	<b>(416)</b>	<b>(364)</b>	<b>(326)</b>	<b>(283)</b>	
<b>Interfund Transfers</b>							
(To) From General Fund	(334)	(342)	(342)	(340)	(349)	(357)	(2)
<b>Total Interfund Transfers</b>	<b>(334)</b>	<b>(342)</b>	<b>(342)</b>	<b>(340)</b>	<b>(349)</b>	<b>(357)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	574	(966)	(758)	(704)	(675)	(640)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,084	1,050	1,050	1,050	1,050	1,050	
<b>Change in Fund Balance</b>	<b>1,658</b>	<b>84</b>	<b>292</b>	<b>346</b>	<b>375</b>	<b>410</b>	
<b>Opening Balance</b>	<b>(14,655)</b>	<b>(14,451)</b>	<b>(12,997)</b>	<b>(12,705)</b>	<b>(12,359)</b>	<b>(11,984)</b>	
<b>Closing Balance</b>	<b>(12,997)</b>	<b>(14,367)</b>	<b>(12,705)</b>	<b>(12,359)</b>	<b>(11,984)</b>	<b>(11,574)</b>	(3)

## SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,006	1,144	1,033	<b>1,192</b>	1,220	1,248	(4)
General Services	681	741	861	<b>787</b>	812	839	
Materials	43	61	61	<b>62</b>	66	67	
Maintenance	93	88	105	<b>93</b>	96	98	
Utility -Fuel	37	65	52	<b>57</b>	58	60	
Utility -Power	62	63	60	<b>65</b>	67	69	
Vehicle O&M & Fuel	149	109	95	<b>109</b>	113	117	
Amortization	1,084	1,050	1,050	<b>1,050</b>	1,050	1,050	
Others	(481)	650	500	<b>436</b>	436	436	
<b>Total Expenditures (By Object)</b>	<b>2,674</b>	<b>3,971</b>	<b>3,817</b>	<b>3,851</b>	<b>3,918</b>	<b>3,984</b>	

**Note:**

- (1) User fee revenues are estimated based on a 3% increase each year from 2020 to 2022.
- (2) The administration fee transferred to the General Fund is based on the estimated cost of administrative services provided to the Solid Waste Management Fund.
- (3) Largely due to the increase in landfill closure liability of \$16.1M in 2014 and annual accruals in the range of \$0.4M to \$0.6M since 2015.
- (4) A second Sustainability Projects Coordinator was added in 2019.



## 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 & Sewer Fund	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Government Grants	326	326	386	386	386	386	
User Charges							
Piped Water	7,519	7,874	7,874	8,081	8,364	8,615	(1)
Trucked Water	1,325	1,386	1,386	1,431	1,480	1,525	(1)
Other User Charges	103	110	116	116	119	123	(2)
<b>Total Revenue</b>	<b>9,273</b>	<b>9,696</b>	<b>9,762</b>	<b>10,014</b>	<b>10,349</b>	<b>10,649</b>	
Allocated to Capital	(778)	(748)	(748)	(847)	(847)	(1,000)	
<b>Net Revenue</b>	<b>8,495</b>	<b>8,948</b>	<b>9,014</b>	<b>9,167</b>	<b>9,502</b>	<b>9,649</b>	
<b>Expenditures (By Activity)</b>							
Sewage Disposal	2,375	2,096	2,132	2,319	2,416	2,474	
Water Distribution	4,338	5,298	5,220	5,586	5,873	5,908	
Amortization	5,693	5,891	5,891	6,049	6,207	6,187	
<b>Total Expenditures</b>	<b>12,406</b>	<b>13,285</b>	<b>13,243</b>	<b>13,954</b>	<b>14,496</b>	<b>14,569</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,911)</b>	<b>(4,337)</b>	<b>(4,229)</b>	<b>(4,787)</b>	<b>(4,994)</b>	<b>(4,920)</b>	
<b>Interfund Transfers</b>							
(To) From General Fund	(1,213)	(1,243)	(1,243)	(1,255)	(1,286)	(1,319)	(3)
<b>Total Interfund Transfers</b>	<b>(1,213)</b>	<b>(1,243)</b>	<b>(1,243)</b>	<b>(1,255)</b>	<b>(1,286)</b>	<b>(1,319)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(5,124)	(5,580)	(5,472)	(6,042)	(6,280)	(6,239)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	5,693	5,891	5,891	6,049	6,207	6,187	
<b>Change in Fund Balance</b>	<b>569</b>	<b>311</b>	<b>419</b>	<b>7</b>	<b>(73)</b>	<b>(52)</b>	
<b>Opening Balance</b>	<b>(251)</b>	<b>181</b>	<b>318</b>	<b>737</b>	<b>744</b>	<b>671</b>	
<b>Closing Balance</b>	<b>318</b>	<b>492</b>	<b>737</b>	<b>744</b>	<b>671</b>	<b>619</b>	



## WATER & SEWER FUND

Water & Sewer Fund	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Expenditures (By Object)</b>							
Wages & Benefits	2,090	2,491	2,302	2,643	2,821	2,754	(4)
General Services	2,329	2,192	2,402	2,579	2,709	2,786	(5)
Materials	323	449	462	418	427	435	
Maintenance	77	73	73	78	81	83	
Utility -Fuel	438	504	566	551	563	586	
Utility -Power	1,324	1,538	1,406	1,481	1,528	1,572	
Vehicle O&M & Fuel	132	147	141	155	160	166	
Amortization	5,693	5,891	5,891	6,049	6,207	6,187	
<b>Total Expenditures (By Object)</b>	<b>12,406</b>	<b>13,285</b>	<b>13,243</b>	<b>13,954</b>	<b>14,496</b>	<b>14,569</b>	

**Note:**

- (1) Revenues are estimated based on user fees increases of 3.5% in 2020, 3.5% in 2021, and 3% in 2022.
- (2) Utility penalties.
- (3) An Administrative Fee, based on the estimated cost of administrative services provided to the Water and Sewer Fund, is transferred to the General Fund each year.
- (4) One three-year term Municipal Engineer position was added in 2019; one additional Maintainer position is recommended for each of 2020 and 2021.
- (5) Water delivery and sewage pumpout contracted costs.



## 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	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges							
Land Leases & Other Revenue	413	350	350	350	350	350	
Land Sales	6,034	2,533	2,533	2,306	4,106	3,401	(1)
<b>Total Revenue</b>	<b>6,447</b>	<b>2,883</b>	<b>2,883</b>	<b>2,656</b>	<b>4,456</b>	<b>3,751</b>	
<b>Expenditures (By Activity)</b>							
Land	912	771	133	404	1,683	1,327	(2)
<b>Total Expenditures</b>	<b>912</b>	<b>771</b>	<b>133</b>	<b>404</b>	<b>1,683</b>	<b>1,327</b>	
<b>Net Revenue (Expenditure)</b>	<b>5,535</b>	<b>2,112</b>	<b>2,750</b>	<b>2,252</b>	<b>2,773</b>	<b>2,424</b>	

## LAND DEVELOPMENT FUND

Land Development Fund	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Interfund Transfers</b>							
(To) From General Fund	(189)	(193)	(193)	(377)	(386)	(396)	(3)
(To) From Reserve	(60)	(20)	(20)	(20)	(20)	(20)	
(To) From Capital Fund	-	(2,860)	(200)	-	(2,000)	(2,000)	(4)
<b>Total Interfund Transfers</b>	<b>(2,391)</b>	<b>(3,073)</b>	<b>(413)</b>	<b>(397)</b>	<b>(2,406)</b>	<b>(2,416)</b>	
<b>Change in Fund Balance</b>	<b>3,144</b>	<b>(961)</b>	<b>2,337</b>	<b>1,855</b>	<b>367</b>	<b>8</b>	
<b>Opening Balance</b>	<b>966</b>	<b>5,689</b>	<b>4,110</b>	<b>6,447</b>	<b>8,302</b>	<b>8,669</b>	
<b>Closing Balance</b>	<b>4,110</b>	<b>4,728</b>	<b>6,447</b>	<b>8,302</b>	<b>8,669</b>	<b>8,677</b>	

**Note:**

- (1) Land sale estimates for 2020 through 2022 are based on anticipated sales of parcels in Grace Lake South, Hordal/Bagon, Niven Lake Phase 5 and 7, and Engle Business District Phase 2.
- (2) When land from the land inventory is resold, the value of the land is shown as an expenditure.
- (3) An Administrative Fee, based on the estimated cost of administrative services provided to the Land Fund, is transferred to the General Fund each year.
- (4) The infrastructure development costs are reported as investments in capital assets so related amounts are transferred to the Capital Fund.

Total projects of \$2.66 million will be carried forward to 2020:

Niven Lake Ravine Multi-use Trails \$1,870,000

Engle Business District #2 Fire Suppression \$490,000

Deh Cho Boulevard Fire Suppression \$300,000

These carryover amounts will reduce the closing balance when they are spent.



## 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 freezeup 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 line from the City mains to the customer's building and provides assistance to customers.

Service Connection Failure Assistance Fund	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges							
Insurance Premium	1,200	1,199	1,199	1,200	1,200	1,200	
Insurance Deductible	43	40	40	40	40	40	
<b>Total Revenue</b>	<b>1,243</b>	<b>1,239</b>	<b>1,239</b>	<b>1,240</b>	<b>1,240</b>	<b>1,240</b>	
<b>Expenditures (By Activity)</b>							
Contracted Services	761	676	676	861	852	843	
Materials	116	157	157	123	125	128	
Labour & Equipment	249	407	250	256	263	269	
<b>Total Expenditures</b>	<b>1,126</b>	<b>1,240</b>	<b>1,083</b>	<b>1,240</b>	<b>1,240</b>	<b>1,240</b>	
<b>Net Revenue (Expenditure)</b>	<b>117</b>	<b>(1)</b>	<b>156</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Interfund Transfers</b>							
Total Interfund Transfers	-	-	-	-	-	-	
<b>Change in Fund Balance</b>	<b>117</b>	<b>(1)</b>	<b>156</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Opening Balance</b>	<b>1,050</b>	<b>1,051</b>	<b>1,167</b>	<b>1,323</b>	<b>1,323</b>	<b>1,323</b>	
<b>Closing Balance</b>	<b>1,167</b>	<b>1,050</b>	<b>1,323</b>	<b>1,323</b>	<b>1,323</b>	<b>1,323</b>	



Capital Fund Summary	2018 Actuals (\$000's)	2018 Carryforward (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>								
Taxation	600	-	1,491	1,491	1,340	1,260	1,700	
Government Transfers								
Formula Funding	7,814	-	7,814	7,828	7,828	7,828	7,828	
Other Grants	14,026	-	8,424	9,135	15,608	23,349	13,079	
User Charges	2,594	-	2,595	2,633	2,830	2,907	3,131	
<b>Total Revenue</b>	<b>25,034</b>	<b>-</b>	<b>20,324</b>	<b>21,087</b>	<b>27,606</b>	<b>35,344</b>	<b>25,738</b>	
<b>Expenditures</b>	<b>21,800</b>	<b>10,458</b>	<b>16,199</b>	<b>19,508</b>	<b>24,255</b>	<b>52,212</b>	<b>29,067</b>	
Carryforward Projects	-	-	1,426	-	3,009	-	-	(1)
<b>Total Expenditures</b>	<b>21,800</b>	<b>10,458</b>	<b>17,625</b>	<b>19,508</b>	<b>27,264</b>	<b>52,212</b>	<b>29,067</b>	
<b>Net Revenue (Expenditures)</b>	<b>3,234</b>	<b>(10,458)</b>	<b>2,699</b>	<b>1,579</b>	<b>342</b>	<b>(16,868)</b>	<b>(3,329)</b>	
<b>Debentures</b>								
Debenture Proceeds	-	-	-	-	-	14,000	-	(2)
Debenture Interest	(566)	-	(515)	(515)	(463)	(583)	(760)	
Debt Principal Repayments	(1,556)	-	(1,607)	(1,607)	(1,658)	(1,925)	(2,290)	(3)
<b>Debenture Total</b>	<b>(2,122)</b>	<b>-</b>	<b>(2,122)</b>	<b>(2,122)</b>	<b>(2,121)</b>	<b>11,492</b>	<b>(3,050)</b>	
<b>Interfund Transfers</b>								
To Reserve	(1,990)	-	(1,940)	(1,940)	(2,130)	(2,170)	(2,200)	
From Reserve	1,399	-	1,735	3,292	4,368	2,486	1,930	
(To) From Land Development Fund	2,142	-	-	200	-	2,000	2,000	
<b>Total Interfund Transfers</b>	<b>1,551</b>	<b>-</b>	<b>(205)</b>	<b>1,552</b>	<b>2,238</b>	<b>2,316</b>	<b>1,730</b>	
<b>Change in Fund Balance</b>	<b>2,663</b>	<b>(10,458)</b>	<b>372</b>	<b>1,009</b>	<b>459</b>	<b>(3,060)</b>	<b>(4,649)</b>	
<b>Opening Balance</b>	<b>11,243</b>	<b>-</b>	<b>8,379</b>	<b>13,906</b>	<b>14,915</b>	<b>15,374</b>	<b>12,314</b>	
<b>Closing Balance</b>	<b>13,906</b>	<b>(10,458)</b>	<b>8,751</b>	<b>14,915</b>	<b>15,374</b>	<b>12,314</b>	<b>7,665</b>	

**Note:**

- (1) Carryforward amounts exclude those projects to be financed by reserves and deferred revenues.
- (2) In 2021, the City is planning to borrow \$14M for the proposed Aquatic Centre (based on an estimated project cost of \$49.875M).
- (3) Debt principal repayments and debenture interest for 2021 and 2022 include the annual payments of existing debts and the new Aquatic Centre loan of \$14M.

## CAPITAL FUND

Capital Financing	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Notes
<b>Property Taxation</b>							
Debt Principal	1,556	1,607	1,607	1,658	1,925	2,290	
Debt Interest	566	515	515	463	583	760	
Additional	(956)	(116)	(116)	(318)	(665)	(590)	
<b>Total Property Taxation</b>	<b>600</b>	<b>1,491</b>	<b>1,491</b>	<b>1,340</b>	<b>1,260</b>	<b>1,700</b>	
<b>Formula Funding</b>	<b>7,814</b>	<b>7,814</b>	<b>7,828</b>	<b>7,828</b>	<b>7,828</b>	<b>7,828</b>	
<b>Grants</b>							
<b>Government of Canada</b>							
Gas Tax Rebate	4,832	5,510	3,600	6,527	10,006	5,511	
Clean Water & Wastewater Fund	5,953	319	1,937	-	-	-	
Rural & Northern Comm. Infrastructure Stream	-	-	-	2,756	-	-	
Green Infrastructure Stream	-	-	-	-	1,500	1,500	
Disaster Mitigation & Adaption Fund	-	-	-	750	750	750	
Build Canada Funding	-	-	-	2,375	8,150	2,375	
Other Government of Canada Grants	119	-	3	117	-	-	
<b>Total Government of Canada Grants</b>	<b>10,904</b>	<b>5,829</b>	<b>5,540</b>	<b>12,525</b>	<b>20,406</b>	<b>10,136</b>	
<b>Government of the NWT</b>							
Community Public Infrastructure Fund	1,747	2,210	3,326	2,863	2,863	2,863	
MACA Recreation Grant	80	80	80	80	80	80	
Other GNWT Grants	363	-	31	-	-	-	
<b>Total Government of the NWT Grants</b>	<b>2,190</b>	<b>2,290</b>	<b>3,437</b>	<b>2,943</b>	<b>2,943</b>	<b>2,943</b>	
Donations	932	305	158	140	-	-	
<b>Total Grants</b>	<b>14,026</b>	<b>8,424</b>	<b>9,135</b>	<b>15,608</b>	<b>23,349</b>	<b>13,079</b>	
<b>User Charges</b>							
Water & Sewer Allocation	778	748	748	847	847	1,000	
Water & Sewer Infrastructure Levy	1,816	1,847	1,885	1,983	2,060	2,131	
<b>Total User Charges</b>	<b>2,594</b>	<b>2,595</b>	<b>2,633</b>	<b>2,830</b>	<b>2,907</b>	<b>3,131</b>	



## CAPITAL FUND

Capital Financing	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Notes
<b>Interfund Transfers</b>							
<b>From Reserves</b>							
Information Technology	335	528	798	612	461	630	
Major Community Facility	-	-	-	2,430	690	-	
Mobile Equipment Replacement	875	1,207	2,419	1,326	1,335	1,300	
Downtown Development	-	-	75	-	-	-	
Twin Pine Hill Trail	189	-	-	-	-	-	
<b>Total Transfers from Reserve</b>	<b>1,399</b>	<b>1,735</b>	<b>3,292</b>	<b>4,368</b>	<b>2,486</b>	<b>1,930</b>	
<b>To Reserve</b>							
Major Community Facility	50	-	-	-	-	-	
Information Technology	(700)	(600)	(600)	(700)	(700)	(700)	
Mobile Equipment Replacement	(1,340)	(1,340)	(1,340)	(1,430)	(1,470)	(1,500)	
<b>Total Transfers to Reserve</b>	<b>(1,990)</b>	<b>(1,940)</b>	<b>(1,940)</b>	<b>(2,130)</b>	<b>(2,170)</b>	<b>(2,200)</b>	
<b>To Solid Waste Management Fund</b>							
<b>From Land Development Fund</b>							
To Capital Fund	2,142	-	200	-	2,000	2,000	
<b>Total Interfund Transfers</b>	<b>1,551</b>	<b>(205)</b>	<b>1,552</b>	<b>2,238</b>	<b>2,316</b>	<b>1,730</b>	
<b>Total Capital Financing</b>	<b>26,585</b>	<b>20,119</b>	<b>22,639</b>	<b>29,844</b>	<b>37,660</b>	<b>27,468</b>	



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## CAPITAL FUND - 2020 Capital Projects

Capital Projects	2018 Actuals (\$000's)	2018 CarryForward (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
50 St Revitalization/DT Multi-Purpose Building St	-	75	-	-	-	-	-	
Accessibility Audit/Implementation	22	12	584	596	584	581	567	
Additional Firefighter Outfitting Costs	64	-	-	-	-	-	-	
Aquatic Centre	78	-	1,750	1,500	9,610	28,830	9,610	
Art & Culture Master Plan	-	-	-	-	-	75	-	
Asset Management	-	-	-	-	300	255	280	
Backup Power Liftstation Generator Installation	-	90	350	250	100	350	-	
Bailing Facility- Mechanical Upgrades	3	44	-	44	-	-	-	
Ban Commercial Cardboard	-	25	-	25	-	-	-	
Bike Park	25	-	45	45	-	-	-	
Bristol Freighter Repainting	-	55	-	-	-	-	-	
Budget Management	2	25	-	25	-	-	-	
Bunker Gear	3	7	-	7	-	-	-	
Centralized Composting Program	221	-	-	2	-	-	-	
CEP City Hall Boiler Design	-	130	250	75	-	-	-	
CEP Community Outreach	-	40	-	20	-	-	-	
CEP Interior LED Lighting	12	-	-	-	-	-	-	
CEP Transportation Initiatives	70	-	-	-	-	-	-	
CEP Waste Strategic Plan	-	50	-	25	-	-	-	
City Hall Space Study	-	-	-	-	75	-	-	
City Hall Upgrades	27	183	175	175	367	-	-	
Class 1 - Mowers, Pumps, Snowmobiles, etc)	52	-	-	-	-	-	-	
Class Replacement	27	108	-	108	-	-	-	
Client Hardware Renewals	-	-	220	140	-	-	-	
CMP/W&S Federal Funded	1,439	1,724	200	1,924	-	-	-	
CMP/W&S Federal Funded - PAVING	3,299	-	-	-	-	-	-	
Cold Storage Shelter	147	-	-	-	-	-	-	
Columbarium Park	-	-	-	-	100	150	-	
Commercial Christmas Tree Replacement	30	-	-	-	-	-	-	
Community Energy Plan Projects	848	666	-	350	120	2,620	120	
Computer Aided Dispatch	23	-	-	-	-	-	-	
Council Chambers Audio Visual Equipment & Webcasting	-	-	-	-	185	-	-	
CS Land Fund Capital Projects	62	-	-	-	-	-	-	
Data Collection & Verification	17	-	-	-	-	-	-	
Design and Construction Standards	-	-	75	-	-	-	-	
Disk Expansion	35	-	-	-	-	-	-	
Dispatch Console	-	-	130	130	-	-	-	

## CAPITAL FUND - 2020 Capital Projects

Capital Projects	2018 Actuals (\$000's)	2018 CarryForward (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
Dispatch Services	-	313	-	-	-	-	-	
Drainage Improvements	9	41	-	41	-	-	-	
ED&S Destination Marketing Organization	163	-	-	-	-	-	-	
Electronic Tendering	20	-	-	-	-	-	-	
Email Management Solution	-	-	-	-	90	-	-	
Emergency Equipment & Vehicles (Class 8)	248	-	-	-	-	-	-	
Exterior Wall Siding	96	-	-	-	-	-	-	
FDM Software	3	34	-	34	87	-	-	
Fieldhouse Climbing Wall	102	-	-	-	-	-	-	
Fire Hall Backup Power Generator	-	-	-	-	120	-	-	
Fire Hall Emergency Generator	13	187	-	7	-	-	-	
Fire Hall Improvement/Study	24	15	50	65	-	-	-	
Fire Safety Helmets	9	-	-	-	-	-	-	
Firehall Bathroom Expansion	-	-	-	-	-	185	-	
Fleet Management	-	-	1,207	-	1,326	1,335	1,300	
Flooring Replacement Project (Library, Arenas, Curling Club)	-	-	-	-	150	-	-	
Folk on the Rocks Rehabilitation	-	-	200	200	-	-	-	
General Plan Review	50	100	-	100	-	-	-	
GIS Enhancements	28	18	-	18	-	-	-	
Heavy Duty Vehicles (Class 4)	-	666	-	1,190	-	-	-	
Heavy Equipment (Class 5)	409	-	-	360	-	-	-	
Implementation of 50/50 Recommendations	-	-	25	25	-	-	-	
Information Technology Infrastructure Renewal	-	-	-	-	337	336	350	
Intersections Widening & New Traffic Lights	174	325	200	50	-	-	-	
Lagoon Control Structure Replacement	-	-	50	50	250	-	-	
Lagoon Sludge Removal	-	-	500	50	-	2,000	2,000	
Land Fund Capital Projects	-	-	-	200	-	2,000	2,000	
Landfill Fire Control & Risk Reduction Plan	-	25	-	25	-	-	-	
Light Duty Vehicles (Class 2)	112	-	-	241	-	-	-	
McMeekan Causeway Abutment Stabilization	-	450	-	50	-	-	-	
Medium Duty Fleet (Class 3)	-	85	-	85	-	-	-	
Mobile Tractors (Class 6)	-	425	-	425	-	-	-	
Monitoring Well Installation	26	174	-	174	-	-	-	
Multiplex Iceplant Upgrade	-	-	-	-	595	170	-	
Multiplex Upgrade	21	139	-	139	-	-	-	
Multi-Purpose Asphalt Surface - Hall Crescent Park	-	-	-	-	52	-	-	
Municipal Enforcement Vehicles (Class 7)	54	-	-	63	-	-	-	



## CAPITAL FUND - 2020 Capital Projects

Capital Projects	2018 Actuals (\$000's)	2018 CarryForward (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
Network Infrastructure	47	-	93	93	-	-	-	
New Landfill Cell Design	-	-	-	-	-	350	-	
New Landfill/ Landfill Expansion	16	45	-	45	-	-	-	
One-Stop Shopping	50	-	-	-	-	-	-	
Park Development	94	-	-	-	-	-	-	
Parker Park Field Outfield	-	-	-	-	87	-	-	
Parking Structure Feasibility Study	-	-	-	-	75	-	-	
Paving & Foundation Repairs	-	97	-	97	-	-	-	
Paving Block 501	1,114	-	-	-	-	-	-	
Paving Program	1,659	926	2,785	3,711	3,680	3,550	2,760	
Phone System	-	40	320	360	-	-	-	
PHs- New Piping	1,631	(97)	175	190	-	-	-	
Plotter Replacement	22	-	-	-	-	-	-	
Pool Upgrades	43	-	-	-	-	-	-	
Portable Radios	153	-	-	-	-	-	-	
Portable Water Reservoir Repairs	-	121	750	-	-	-	-	
Post- Secondary Feasibility /Econ. Impacts Study	58	-	-	1	-	-	-	
Preventative Maint. for Multi-Facility Generator	-	-	65	85	-	-	-	
Printers & Multifunction Devices	-	-	56	56	-	-	-	
Propane-Fueled Fire Trainer	-	90	-	98	-	-	-	
Public Safety In-Car Computers	28	-	-	-	-	-	-	
Public Transit Review	-	-	50	50	-	-	-	
Public Work Garage Upgrade	-	-	50	50	-	-	-	
Pump Replacement Program	12	18	100	100	100	100	100	
Pumphouse & Liftstation Upgrades	-	-	50	50	-	-	-	
Pumphouse 1 Infrastructure Upgrades	-	-	500	25	-	-	-	
PW Land Fund Capital Projects	2,080	-	-	-	-	-	-	
Range Lake Trail Upgrade	-	-	-	-	-	210	-	
Reservoir Inspection & Repairs	87	-	-	-	-	-	-	
Revitalization Strategy for Downtown	-	75	-	75	-	-	-	
RIMP Building Structural Assessment	-	-	-	-	-	75	-	
SCADA Upgrades (Federal)	466	560	50	300	-	-	-	
SCBA Compressor and Fill Station	-	-	-	-	-	-	80	
School Draw Parking Lot Improvement	-	247	-	247	-	-	-	
Seasonal Vehicles (Class 9)	-	10	-	10	-	-	-	
Secondary Site & Data Replication	2	10	-	10	-	-	-	
Security Cameras	2	-	-	-	-	-	-	

## CAPITAL FUND - 2020 Capital Projects

Capital Projects	2018 Actuals (\$000's)	2018 CarryForward (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
Self-Contained Breathing Apparatus	-	-	225	-	225	-	-	
Server & Storage Infrastructure	16	-	59	50	-	-	-	
Sewage Force Main Twinning	-	-	250	75	250	4,175	4,220	
Site Restoration	2	199	-	199	-	-	-	
Snowmobiles	-	26	-	44	-	-	-	
Solid Waste Facility Upgrades	-	100	100	200	-	-	-	
Stanton Equipment Relocation	-	50	100	150	-	-	-	
Submarine Drinking Water Line Replacement	-	-	-	-	1,000	1,000	1,000	
Submarine Line Contracted Costs	23	57	-	29	-	-	-	
Survey Equipment & AutoCAD Software	7	-	-	-	-	-	-	
Sustainability Coordinator	121	-	120	120	-	-	-	
SWMP Implementation	-	-	100	25	-	-	-	
Tommy Forrest Ball Park Upgrades	206	-	200	200	200	-	-	
Traffic Lights Video Detection Equipment	100	-	80	80	90	90	90	
Trail Enhancement & Connectivity	16	-	-	6	450	-	-	
Transfer Station & Cell Access Improvement	90	110	-	110	-	-	-	
Transit Upgrades (Federal)	160	169	-	169	-	-	-	
Twin Pine Hill Trail Development	381	-	-	-	-	-	-	
Voice Radio Support Equipment	55	20	-	15	-	-	-	
W&S- Service Repairs	12	-	-	5	-	-	-	
Waste Audit & Long-Term Planning Study	30	-	-	-	-	-	-	
Water & Sewer Infrastructure Replacement	4,433	922	3,840	3,150	3,650	3,650	4,590	
Water & Sewer Piped Services Expansion Study	-	-	70	70	-	-	-	
Water & Sewer Replacement - PAVING	515	-	-	-	-	-	-	
Water Source Selection Study	15	-	-	-	-	-	-	
Website / Online Services Renewal	32	-	-	-	-	-	-	
Website Upgrade	-	-	-	-	-	50	-	
Weigh Out Station At SWF	-	300	-	80	-	-	-	
Wildland Fire Mitigation Emergency Measures	97	93	-	6	-	-	-	
Wiley Road Improvement (Smart Growth/Harbour Plan)	4	38	-	38	-	-	-	
Wireless Infrastructure	-	-	-	-	-	75	-	
Yellowknife Rotary Park Trail Extension	-	1	-	1	-	-	-	
<b>Total Capital Projects</b>	<b>21,946</b>	<b>10,458</b>	<b>16,199</b>	<b>19,508</b>	<b>24,255</b>	<b>52,212</b>	<b>29,067</b>	



## CAPITAL FUND - 2020 Capital Projects

Capital Projects	2020 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Other Grants (\$000's)	Community Public Infrastructure (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	Major Community Facility Reserve (\$000's)	User Fees (\$000's)
Accessibility Implementation	584	-	-	-	(584)	-	-	-	-
Aquatic Centre	9,610	-	(4,805)	(2,375)	-	-	-	(2,430)	-
Asset Management	300	-	(292)	-	(8)	-	-	-	-
Backup Power Liftstation Generator Installation	100	(100)	-	-	-	-	-	-	-
City Hall Space Study	75	(75)	-	-	-	-	-	-	-
City Hall Upgrades	367	-	-	-	(367)	-	-	-	-
Columbarium	100	-	-	-	(100)	-	-	-	-
Community Energy Plan Projects	120	(120)	-	-	-	-	-	-	-
Council Chambers Audio Visual Equipment & Webcasting	185	-	-	-	-	(185)	-	-	-
Email Management Solution	90	-	-	-	-	(90)	-	-	-
FDM Software	87	-	-	-	(87)	-	-	-	-
Fire Hall Backup Power Generator	120	(120)	-	-	-	-	-	-	-
Fleet Management	1,326	-	-	-	-	-	(1,326)	-	-
Flooring Replacement Project (Library, Arenas, Curling Club)	150	-	-	-	(150)	-	-	-	-
Information Technology Infrastructure Renewal	337	-	-	-	-	(337)	-	-	-
Lagoon Control Structure Replacement	250	-	(250)	-	-	-	-	-	-
Multiplex Iceplant Upgrade	595	-	-	-	(595)	-	-	-	-
Multi-Purpose Asphalt Surface - Hall Crescent Park	52	(45)	-	-	(7)	-	-	-	-
Parker Park Field Outfield	87	-	-	(80)	(7)	-	-	-	-
Parking Structure Feasibility Study	75	(75)	-	-	-	-	-	-	-
Paving Program	3,680	(924)	-	(2,756)	-	-	-	-	-
Pump Replacement Program	100	-	(100)	-	-	-	-	-	-
Self-Contained Breathing Apparatus	225	-	-	-	(225)	-	-	-	-
Sewage Force Main Upgrades	250	-	(250)	-	-	-	-	-	-
Submarine Drinking Water Line Replacement	1,000	-	-	(750)	(250)	-	-	-	-
Tommy Forrest Ball Park Upgrades	200	-	-	(140)	(60)	-	-	-	-
Traffic Light Upgrades	90	-	-	-	(90)	-	-	-	-
Trail Enhancement and Connectivity	450	-	-	(117)	(333)	-	-	-	-
Water & Sewer Infrastructure Replacement	3,650	-	(830)	-	-	-	-	-	(2,820)
	24,255	(1,459)	(6,527)	(6,218)	(2,863)	(612)	(1,326)	(2,430)	(2,820)

## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Directorate  
Project 50036570 Accessibility Implementation

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>	<b>584,000</b>	<b>581,000</b>	<b>567,000</b>
<b>Funding</b>			
Formula Funding		270,150	487,000
Other Grants			80,000
Community Public Infrastructure Funding	584,000	310,850	
<b>Total Funding</b>	<b>584,000</b>	<b>581,000</b>	<b>567,000</b>

### Description

#### Purpose

To continue the implementation of the Accessibility Audit Report of the City's facilities including trails, parks and playgrounds through the removal of barriers as identified.

#### Background

Council provided funding in the 2017 Budget for the development of an Accessibility Audit. The scope of work included auditing the City of Yellowknife facilities and infrastructure, focused on structural design of facilities as well as functional usability based on accessibility needs of individuals with a wide range of challenges including mobility, visual, hearing, cognitive and sensory disabilities. A prioritized implementation strategy has been developed and approved by Council to guide the work as the City moves towards full accessibility in these key areas.

The implementation strategy identifies a number of projects for a variety of facilities and infrastructure that will assist Council in achieving their stated Community and Corporate Vision of an inclusive City. Additionally, the implementation of the accessibility audit will move Council to achieving a high quality of life for all, including future generations.

Key areas for 2020 includes projects at the Community Arena, Wildcat Cafe, Library, Fire Hall, City Hall, playgrounds, sports fields, sport courts and Niven Trail.



### Operational Impact

There will be no additional O&M impact.



## CAPITAL FUND - 2020 Capital Projects

Department	CS Community Services	Division	Pool
Project	55008570 Aquatic Centre		
Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>			
Balancing Difference	9,610,000	28,830,000	9,610,000
<b>Total Expenditures</b>	<b>9,610,000</b>	<b>28,830,000</b>	<b>9,610,000</b>
<b>Funding</b>			
Formula Funding		5,990,000	7,235,000
Gas Tax Rebate	4,805,000		
Other Grants	2,375,000	8,150,000	2,375,000
Reserves	2,430,000	690,000	
Debt Funding		14,000,000	
<b>Total Funding</b>	<b>9,610,000</b>	<b>28,830,000</b>	<b>9,610,000</b>

### Description

#### Purpose

The development of an Aquatic Centre is a multi-year project that started in 2018 with the input of the Aquatic Centre Advisory Committee (ACAC) and is anticipated to be completed, pending Council and voter approval in the first quarter of 2022.

#### Background

The ACAC completed the task of carrying out a public consultation process which resulted in Council adopting the Aquatic Centre Pre-Design Plan.

The Pre-Design Plan recommends that the facility includes a 52m lap pool, a warm water leisure pool complete with a lazy river and various play features, spectator viewing, diving boards, hot tub, steam room, canteen, multi-purpose rooms, storage and office space for youth groups as well as the required change room space and staff space. These components are detailed at the conceptual level within the Plan.

Funding in the amount of \$1.75 million was provided in 2019 to proceed with the completion of a Design-Build process including the contracting of a Bridging Consultant, and a Project Manager, and various site related activities. An Aquatic Centre Design Committee will further the Pre-Design Plan to develop a final design for Council approval.



**Department** CS Community Services  
**Project** 55008570 Aquatic Centre

**Division** Pool

The Design-Build process will entail the pre-qualification of design-build teams that will be provided with a stipend to complete the design of the Aquatic Centre as per the requirements of the City.

Pending Council approval and the results of a referendum, subsequent year funding will include the construction costs of the Aquatic Centre which will likely commence in 2020 with completion in early 2022 as shown in Gallery 1.

### 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. The Pre-Design Plan indicates that the net operational cost of the facility will be \$3.2 million annually.

## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services  
Project 55008570 Aquatic Centre

Division

Pool

### Gallery

Gallery 1

Year	Phase	Cost (\$)	Build Canada Fund (\$)	City (\$)
2018	Public Consultation	75,000	0	75,000
2019	Architectural/ Engineering	1,750,000	0	1,750,000
2020	Construction	9,610,000	2,375,000	7,235,000
2021	Construction	28,830,000	8,150,000	20,680,000
2022	Construction	9,610,000	2,375,000	7,235,000
<b>Total</b>		<b>49,875,000</b>	<b>12,900,000</b>	<b>36,975,000</b>



## CAPITAL FUND - 2020 Capital Projects

Department GG General Government  
Project CO0015 Asset Management

Division Directorate

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>	<b>300,000</b>	<b>255,000</b>	<b>280,000</b>
<b>Funding</b>			
Formula Funding		255,000	
Gas Tax Rebate	292,450		
Community Public Infrastructure Funding	7,550		
Reserves			280,000
<b>Total Funding</b>	<b>300,000</b>	<b>255,000</b>	<b>280,000</b>

### Description

#### Purpose

To support Asset Management best practices that help ensure financially responsible management of the City's assets.

#### Background

The City's mandate is to ensure that citizens are provided with services that are essential to their quality of life, including clean drinking water, transportation, recreational facilities and programs, and emergency response. All of these services depend on infrastructure assets such as pipes, buildings, roads, vehicles, and technology.

The community entrusts the City to take care of these assets in a financially responsible manner to ensure that the full value of the assets is optimized, that risks are minimized, and that services are responsive to agreed upon levels of service: this is asset management.

While the City has been informally applying asset management principles to many of its assets and the related decisions, the escalating complexity and value of its assets, the continuing infrastructure gap, the growing demands to comply with new environmental and safety standards, the increasingly stringent demands around external funding, and growing expectations of increased transparency and accountability all mean the City needs to become even more strategic about how assets and related spending are managed.

This requires a more formalized asset management framework that encompasses all disciplines and involves the entire organization in strategically managing existing and new assets to ensure sustainable service delivery and to increase resiliency in the face of a changing climate and economy.

## CAPITAL FUND - 2020 Capital Projects

Department	GG General Government	Division	Directorate
Project	CO0015 Asset Management		

The City has previously endeavoured to apply more structure to its asset management efforts. Notably:

- In 2006, FSC Architects & Engineers was contracted to conduct an Infrastructure Needs Assessment. The study inventoried all of the City's capital assets, assessed their condition, determined their replacement costs, and quantified deferred maintenance.
- 2008 changes to the Public Sector Accounting Board's standards introduced requirements for municipalities to report the equivalent of depreciation, and so the City developed mechanisms to track estimated asset values for this purpose.
- In 2010, the City established an Asset Management Task Force that included the Mayor, several Directors, and representatives from the business community. The Task Force provided oversight to work done by Dillon Consulting to conduct another inventory of assets and assess their condition, maintenance, and replacement needs.
- In 2017, Public Works staff undertook to address asset management through a sustainability lens. They joined FCM's Climate and Asset Management Network and leveraged funding to provide some basic asset management education to a handful of staff.

These undertakings achieved some limited success in specific functions within the organization, particularly with respect to fleet and linear infrastructure. However, the 2006 and 2011 reports essentially sit on the shelf as the organization has not had the dedicated resource capacity to lead the work to advance this.

In late 2018 Administration assembled an Asset Management Working Group to establish formalized corporate-wide asset management processes and practises at the City. The group utilized a competitive process to seek external expertise that could leverage the experiences, successes, and lessons learned from asset management experiences at other municipalities. In May of 2019, Dillon Consulting was awarded a contract to assess the usability of the previously compiled data, compare City practices to best practices, and develop an Asset Management Roadmap to guide the City's next steps.

Dillon consulted with members of the Working Group to assess the current status of asset management relative to the key competencies in FCM's asset management readiness scale, plus a sixth area to reflect the importance of measuring levels of service and managing risk. These competency areas, and related asset management outcome areas, are shown in Gallery 1.

Based on staff interviews, table-top exercises, and documentation reviews, the evaluation process rated the City's state in each of these competencies on a scale of one to five, where one describes an organization just starting out with asset management and five is considered beyond the standard.



Department	GG General Government	Division	Directorate
Project	CO0015 Asset Management		

As shown in Gallery 2 - Asset Management Readiness, when the City's overall rating is expressed in the more descriptive terminology used in asset management standards, it shows the City's current state at just beyond Awareness. A visioning exercise expressed the staff's intention to position the City at the Excelling end of the continuum however, after considering the tasks and resources required to advance asset management, a conservative interim vision state between Establishing and Competence was identified, although if the City is able to complete all of the work identified in the Roadmap at the end of its five year path the organization could be at the high end of Competence.

The consultants looked at the City's current asset management state and identified the work that needs to be done to move the organization to its sought-after state. It organized this work into a five year time frame, centered around a theme for each year, and developed a Roadmap to guide the City; it is summarized in Gallery 3 - Roadmap Overview.

The Roadmap identifies almost 3,000 days of work that will be required for the City to make the requisite asset management advances. While some of it can be done by internal staff, about half of it will benefit from external expertise.

Gallery 4 - Resource Estimates summarizes the anticipated resource requirements by year for each of the five years encompassed by the initial Roadmap. Resource needs for the following year are also included to illustrate that investments will continue beyond the time frame of the Roadmap. These cost estimates assume an average hourly consultant rate of \$150 per hour and eight hour days, while the internal resource cost estimates are based on a rate of \$75 per hour and seven hour days.

Using external resources for specified tasks will allow the City to benefit from specialized expertise and learn from the experiences of other municipalities. Therefore, it is recommended that the amounts shown in Gallery 5 - Capital Amounts be allocated to asset management during the term of this budget.

These amounts are slightly higher than the costs identified in the consultants' report and in the previous table: about 15% has been added to reflect potential travel costs and expenses. The investment will enable the City to maintain focused and directed momentum on asset management initiative

Council has clearly articulated the importance of asset management by establishing "Develop and resource an asset management plan to guide long term decision-making" as a key objective for their 2019 - 2022 term. This reflects how important asset management is to the City. It can help ensure effective stewardship of its increasingly valuable and complex assets, timely mitigation of the infrastructure gap, compliance with funding requirements, increased transparency and accountability, and can support better informed decision making.



## CAPITAL FUND - 2020 Capital Projects

Department GG General Government  
Project CO0015 Asset Management

Division

Directorate

Previous attempts at formalizing corporate wide asset management practises at the City have stalled due to lack of resources. Therefore, it is critical that this initiative be adequately resourced if it is to be successful.

### Operational Impact

The volume of work to be addressed by internal resources reflects efforts that will be required over and above existing responsibilities, however there is no capacity to assume these additional tasks. Therefore it is recommended that a new asset management leadership position be created for a five year term, beginning in 2020 to provide direction, oversight, and coordination; this is being addressed through the Budget 2020 P/Y process.

These numbers do not include the amount of time that will be required to record, enter, and track the additional data that will be captured on an ongoing basis to support the asset management processes. Therefore it is further recommended that one additional asset management position be created in 2021 for a four year term to provide these services.



**Department** GG General Government  
**Project** CO0015 Asset Management

**Division**

**Directorate**

## Gallery

### Gallery 1

Competency Areas	Asset Management Outcome Areas
Policy & Governance	Policy & Objectives Strategy & Framework Measurement & Monitoring
People & Leadership	Cross-Functional Groups Accountability Resourcing & Commitment
Data & Information	Asset Data Performance Data Financial Data
Planning & Decision-Making	Documentation & Standardization Asset Investment Plans Budgets
Contribution to Asset Management Practice	Training & Development Knowledge Sharing – Internal Knowledge Sharing – External
Asset Management Practices, Processes, and Procedures	Risk Management Levels of Service (LOS) Asset Management Plan

Table 1 – Asset Management Key Competencies



## CAPITAL FUND - 2020 Capital Projects

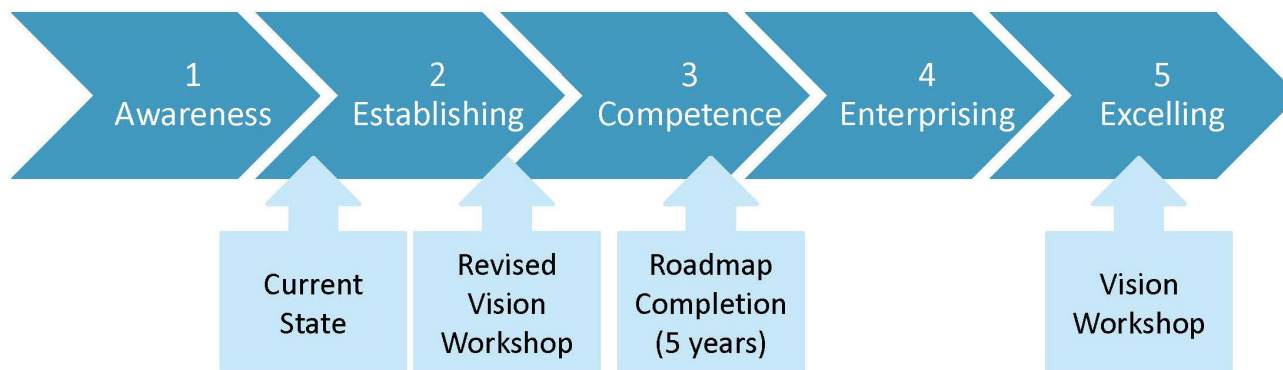
**Department** GG General Government  
**Project** CO0015 Asset Management

**Division**

**Directorate**

### Gallery

*Gallery 2*



## CAPITAL FUND - 2020 Capital Projects

**Department** GG General Government  
**Project** CO0015 Asset Management

**Division**  
**Directorate**

### Gallery

#### Gallery 3

Year	Theme	Description of Opportunities
Year 0 (2019)	Raising awareness	Asset management is a team sport requiring broad support across the organization. In 2019, the City is developing key documents and bringing them forward to Council. This includes the AM Roadmap, AM Policy and AM Strategy and Vision.
Year 1 (2020)	Building the base	Following the successful launch of the AM Roadmap through Council adoption and the annual budget process, a solid base for asset management will be set by establishing roles and responsibilities within the asset management framework and initiating data management opportunities, as well as a corporate risk framework. The opportunities in Year One and onward will be guided by the Policy, Vision and Roadmap established during Year Zero.
Year 2 (2021)	Asset performance	During Year Two of the AM Roadmap, the condition of assets will be determined using a standardized methodology, along with the expected level of service in order to establish a baseline for evidence-based service and capital planning.
Year 3 (2022)	Asset management plans	In Year Three there will be a continued focus on opportunities that contribute to asset management practices, and a comprehensive update of the asset management plans will be undertaken to incorporate the practices and information from preceding years.
Year 4 (2023)	Integration with demand management	In Year Four, master planning will be undertaken to complete the pictures of service and asset requirements. Work will continue to develop asset management plans across all City assets and to enhance those completed with validated asset strategies.
Year 5 (2024)	Operations and recalibration	In Year Five, focus will shift towards maintenance improvements and the Roadmap implementation will be reviewed and recalibrated based on new information.

Table II – Roadmap Overview

## CAPITAL FUND - 2020 Capital Projects

Department GG General Government  
Project CO0015 Asset Management

Division Directorate

### Gallery

Gallery 4

Year	Total		External		Internal	
	Days	Costs	Days	Costs	Days	Costs
2019	70	\$46,172.50	14	\$16,440.00	57	\$29,732.50
2020	444	\$382,181.25	221	\$265,500.00	222	\$116,681.25
2021	463	\$368,206.25	185	\$222,300.00	278	\$145,906.25
2022	408	\$352,493.75	205	\$245,700.00	203	\$106,793.75
2023	552	\$510,975.89	328	\$393,557.14	224	\$117,418.75
2024	548	\$489,011.61	298	\$357,842.86	250	\$131,168.75
2025	456	\$412,761.61	257	\$307,842.86	200	\$104,918.75

Table III – Resource Estimates



## CAPITAL FUND - 2020 Capital Projects

**Department** GG General Government  
**Project** CO0015 Asset Management

**Division**

**Directorate**

### Gallery

*Gallery 5*

Year	Capital Budget Investment
2020	\$300,000
2021	\$255,000
2022	\$280,000

*Table IV – Capital Amounts*

## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Water & Sewer  
Project 93007670 Backup Power Liftstation Generator Installation

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	100,000	350,000	
<i>Funding</i>			
Formula Funding	100,000		
Gas Tax Rebate		55,550	
Community Public Infrastructure Funding		294,450	
<i>Total Funding</i>	100,000	350,000	

### Description

#### Purpose

To implement backup power generators that help ensure the City is able to provide water distribution and sewage pumping capabilities during electrical power outages.

#### Background

The City received a written order from an Environmental Health Officer in July 2018 that requires the City to take steps towards installing backup power at all sewage liftstations to prevent overflow situations into receiving environments.

In 2019, the City had three sewage liftstations that did not have backup power generation, two in the Niven Lake area and one on Norseman Drive. Budget was provided in 2019 for the addition of backup power for Liftstation 12, adjacent to Lemay Drive in Niven Lake.

The requested 2020 budget allocation will be for detailed design and location for backup power for Liftstation 11, which is located on Deweerdt Drive, also in Niven Lake. The project will need to look at location for the generator as the land parcel that Liftstation 11 resides on is small and land locked. It will also include design of the generator, transfer switch and building enclosure.



## CAPITAL FUND - 2020 Capital Projects

<b>Department</b>	PW Public Works & Engineering	<b>Division</b>	Water & Sewer
<b>Project</b>	93007670 Backup Power Liftstation Generator Installation		

### Operational Impact

Without backup power, there is risk of sewage overflows into neighborhoods and/or other receiving environments. Environmental cleanup efforts are time consuming and costly. This project is an addition to the City's capital assets and will require maintenance consistent with standard asset management principles.

## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Directorate  
Project CS0004 City Hall Space Study

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	75,000		
<i>Funding</i>			
Formula Funding	75,000		
<i>Total Funding</i>	75,000		

### Description

#### Purpose

The purpose of the City Hall Space Study is to determine the current and future allocation of space within City Hall.

#### Background

City Hall was originally constructed in the mid-1970s as the administrative centre for the City of Yellowknife. There have been several renovations to the building throughout the years to add new office spaces and to ensure that the building reflects an up-to-date and professional appeal to those that access the building for work and services.

The changes have been well thought out and the work has been completed in a professional manner with few disruptions to services.

These changes have now consumed the majority of the space that has been available to address the requirements as services continue to grow and expand.

There is now a need to hire a professional to review the current and future needs of the City with the goal of providing key recommendations on designing a layout for City Hall that continues to reflect an up-to-date and professional appearance of the building. Space is becoming a key issue as services continue to expand and new staff are added to address these increases.



## CAPITAL FUND - 2020 Capital Projects

**Department** CS Community Services  
**Project** CS0004 City Hall Space Study

**Division**  
**Directorate**

### Operational Impact

The reallocation of useable space within City Hall will not impact operational costs.



## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division City Hall  
Project 58018570 City Hall Upgrades

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	367,450		
<i>Funding</i>			
Community Public Infrastructure Funding	367,450		
<i>Total Funding</i>	367,450		

### Description

#### Purpose

To complete the necessary repair of the City Hall exterior stairs.

#### Background

City Hall was constructed in 1975 and has served as the administrative centre for the City since that time. There have been many positive changes and renovations over these years, and to ensure that the building continues to meet the requirements of the community and staff in a safe and comfortable manner, continued work is required.

The 2018 budget included a \$210,000 capital project to repair the main entrance steps to City Hall. The design portion of the project was carried out through a Request for Proposal call at a cost of just over \$27,450. Several options were provided for review and the most cost effective approach was selected. The work also included improving the lighting of the stairs and design to reduce the increase in maintenance that has been required over the past years.

Following the completion of the architectural and design phase of the project, it was estimated by the architect that the cost to complete the project would be \$253,000. With the available funds of \$182,550 remaining in the project budget the project was put on hold pending additional funds being allocated by Council. In 2019, \$90,000 was provided through the 2019 budget to increase the available funds to \$272,550 to account for cost escalations. The work was tendered in early 2019 and garnered one response, which surpassed the architectural and engineering estimate.

To address ongoing issues with peeling, cracking, and safety, as well as ensure that the City maintains assets to a high standard of care, the project is presented again for additional funds to complete.



### Operational Impact

It is anticipated that this project will not affect the current O&M budget.

## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Parks & Trails  
Project 53538570 Columbarium

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	100,000	150,000	
<i>Funding</i>			
Community Public Infrastructure Funding	100,000	150,000	
Total Funding	100,000	150,000	

### Description

#### Purpose

To build an additional Columbarium in the Lakeview Cemetery, thereby increasing the total number of niches from 100 to 200.

#### Background

In 2013, the City installed a 100-niche columbarium at the Lakeview Cemetery. At the present time, the Columbarium is already 75% full. In the last few years the demand for niches in the Columbarium has grown to the point that it is expected to be fully occupied or reserved within two years.

This aesthetically pleasing area within Lakeview Cemetery will provide a place for quiet reflection and will have two columbaria for the interment of cremated human remains in an above-ground monument-type installation. The additional Columbarium will use land that would otherwise be unsuitable for burials as well as provide citizens with an alternative to ground burials.

The first year of the project will include the necessary ground work, landscaping and site preparation, and the second year will see the purchase and installation of the Columbaria.

#### Operational Impact

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



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Community Energy Plan  
Project CP0004 Community Energy Plan Projects

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>			
Sustainability Projects Coordinator	120,000	120,000	120,000
Centralized Boiler (City Hall)		2,500,000	
<b>Total Expenditures</b>	<b>120,000</b>	<b>2,620,000</b>	<b>120,000</b>
<b>Funding</b>			
Formula Funding	120,000	120,000	120,000
Gas Tax Rebate		2,500,000	
<b>Total Funding</b>	<b>120,000</b>	<b>2,620,000</b>	<b>120,000</b>

### Description

#### Purpose

To implement projects related to the City's Community Energy Plan (CEP) and Strategic Waste Management (SWMP) Implementation Plan.

#### Background

This project contains two items that relate to the City's sustainable projects development. Sustainability Projects Coordinator and the Centralized Boiler Project.

The Sustainability Projects Coordinator (previously titled the Energy Coordinator), was made a permanent position with the City in 2009. The primary duties of this position are:

- Researching, developing and implementing policies and projects that fall within the environmental sustainability portfolio including the Community Energy Plan.
- Participating in the CEP Implementation Committee.
- Carrying out specific objectives defined in the 2018 Strategic Waste Management Plan.

This position has grown in its scope of work and has been instrumental in implementing the Community Energy Plan and waste diversion strategies throughout the City. With growing pressures on solid waste management, the implementation of the SWMP is high priority for the department.

## CAPITAL FUND - 2019 Capital Projects

Department	PW Public Works & Engineering	Division	Community Energy Plan
Project	CP0004 Community Energy Plan Projects		

The City's Community Energy Plan sets out ambitious targets for greenhouse gas emissions, renewable energy use, and increased energy efficiency. One way to meet these targets is to implement centralized boiler systems that are used to heat numerous buildings, such as the one that was recently installed to heat the Multiplex, Fieldhouse, Fire Hall, City Garage, and Community Services Shop.

The City of Yellowknife will undertake a feasibility study in 2019 to determine how many buildings could be incorporated into the projected. Currently there are five buildings in consideration under three levels of government, municipal, territorial and federal. The buildings include City Hall, RCMP Detachment, Joint Task Force North (DND), the Legislative Assembly and Price of Wales Museum.

The outcome of the feasibility study will determine the next steps in the process. If favorable, the City would move towards detailed engineered design and construction in future years.

### Operational Impact

These projects will have positive operational impacts in regards to fuel and power cost savings as well as prolonging the life of the current landfill. They are also consistent with standard asset management principles.

## CAPITAL FUND - 2020 Capital Projects

Department GG General Government Division Information Technology  
 Project CO0007 Council Chambers Audio Visual Equipment & Webcasting

Budget			
	2020	2021	2022
	\$	\$	\$
Expenditures	185,000		
Funding			
Reserves	185,000		
Total Funding	185,000		

### Description

#### Purpose

To replace key components of the City's webcasting and Audio/Visual infrastructure.

#### Background

Council and Committee webcasts were introduced in late 2014 and have developed a steady viewership, which parallels the general public interest in the various issues and events that go before City Council. In addition to webcasting of Council and Committee meetings, the webcasting equipment has been used to showcase other events such as the Win Your Space Grand Finale.

The City's current webcasting equipment was acquired in 2014 and key components were due for replacement in 2019: further delays in replacing the equipment will increase the risk of failure and service interruptions.

The replacement offers an opportunity to access advanced features available in newer equipment. These include closed-captioning to address recommendations contained within the Accessibility Audit, HD quality streaming, on-demand text and sound search capability, and picture-in-picture display to provide simultaneous video streaming and presentation viewing. They also provide more flexibility to host a variety of events where streaming services could be provided.

## CAPITAL FUND - 2020 Capital Projects

Department	GG General Government	Division	Information Technology
Project	CO0007 Council Chambers Audio Visual Equipment & Webcasting		

The Audio (microphones, teleconferencing and speaker system) and Visual (display screens in the Council Chamber) are essential tools for meetings held in the facility and for the webcasting of Council and Committee meetings. However the current components cannot be properly integrated with each other, the display screens are not reliable, and the systems are difficult to operate requiring frequent time-consuming troubleshooting efforts. Cables and equipment under the City Clerk's desk take up considerable space and are messy, causing a tripping hazard (Gallery 1). This equipment, including what is on the desk (Gallery 2), should be placed in a cabinet out of the way and secured from public access. Equipment used by the media (Gallery 3) is old and unreliable resulting in poor quality audio recordings.

This project will begin by assessing the current components to determine what must be replaced and what can effectively be left in service. Then appropriate acquisitions will be made and deployed to create a more integrated, intuitive, and reliable system. Investigations into systems available in the marketplace could provide a solution to integrate both the Council Chamber A/V system and the Webcasting Renewal Project from a preferred vendor, and could result in significant savings.

The existing equipment can be relocated and used at an alternate site in the event that City Hall or the Council Chamber experiences an unforeseen disaster, or if an offsite Emergency Operations Centre is established.

### 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.

If completed, this project will not impact the O&M budget. However, if it does not proceed, ongoing troubleshooting and repair costs will have to be factored into future O&M budgets.

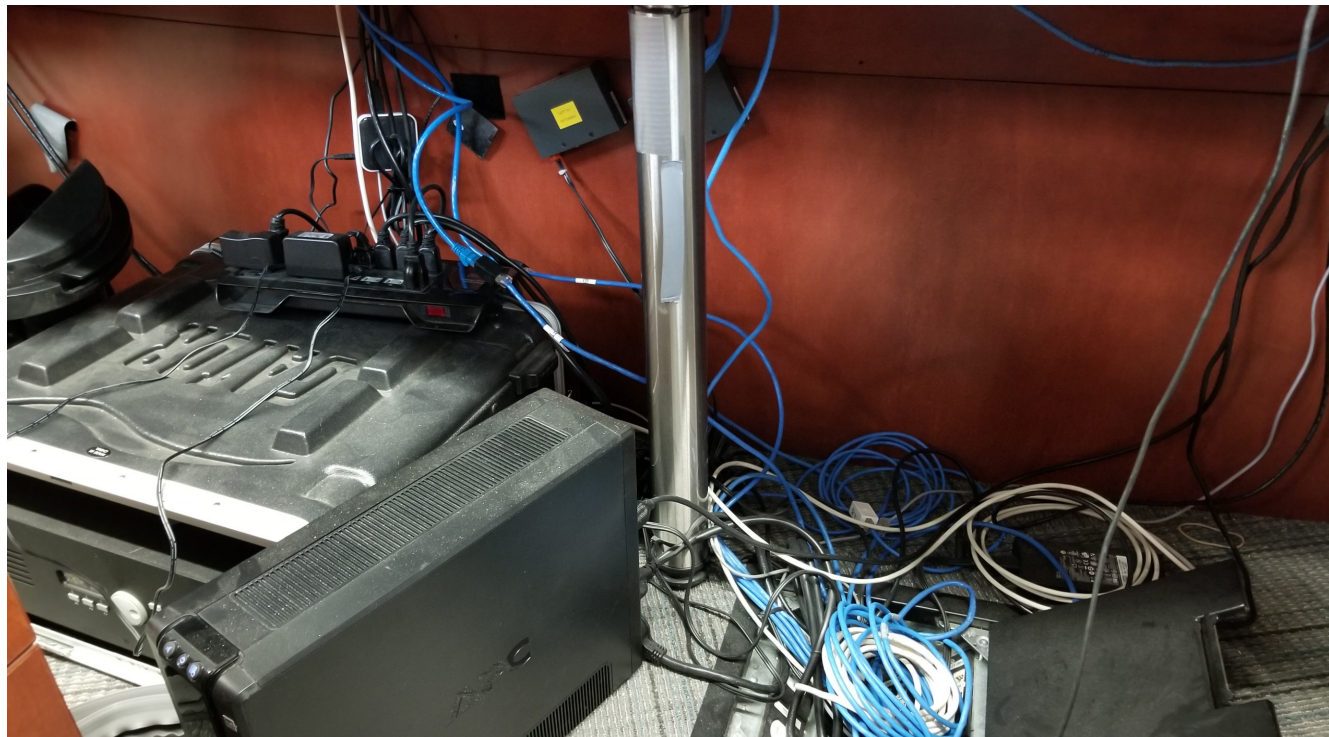




<b>Department</b>	GG General Government	<b>Division</b>	Information Technology
<b>Project</b>	CO0007 Council Chambers Audio Visual Equipment & Webcasting		

### Gallery

*Gallery 1*





## CAPITAL FUND - 2020 Capital Projects

**Department**  
**Project**

GG General Government  
CO0007 Council Chambers Audio Visual Equipment & Webcasting

**Division**

Information Technology

### Gallery

*Gallery 2*



Department	GG General Government	Division	Information Technology
Project	CO0007 Council Chambers Audio Visual Equipment & Webcasting		

### Gallery

Gallery 3



## CAPITAL FUND - 2020 Capital Projects

Department GG General Government Division Information Technology  
Project CO0014 Email Management Solution

Budget			
	2020	2021	2022
	\$	\$	\$
Expenditures	90,000		
Funding			
Reserves	90,000		
Total Funding	90,000		

### Description

#### Purpose

To implement an email management solution that integrates with the City's document management system and helps to ensure that all digital information conveyed by email is properly retained in the document management system.

#### Background

Communication by email continues to grow, not only internally within the City but also with external partners. The current method of storing and recording emails and associated attachments is time consuming and cumbersome as it is not fully integrated with the document management system. The sharing, distribution and records management of this information is becoming increasingly time consuming and important given the requirements for storage and tracking of emails and associated attachments. The recommended solution will integrate with the City's current document management system, providing better tracking, recording and management of information received or distributed.

#### Operational Impact

Providing a more robust, secure and manageable solution for the retention and tracking of information will enable the City to meet its legal obligation to keep, maintain and provide information when requests are received, and help employees properly retain and manage valuable City data and information.





## CAPITAL FUND - 2020 Capital Projects

**Department** PS Public Safety  
**Project** 63007670 FDM Software  
**Division** Fire & Ambulance

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	87,000		
<i>Funding</i>			
Community Public Infrastructure Funding	87,000		
<i>Total Funding</i>	87,000		

### Description

#### Purpose

Acquisition of a Mobile Computer-Aided Dispatch (CAD) system will improve information sharing and dispatching through installation of a computer terminal in fire apparatus to relay critical information from a dispatch computer directly to First Responders enroute to an incident site. FDM Roster is an expandable module of current software supporting YKFD to enhance management of employee information including training, scheduling and operations.

#### Background

An enhancement for the FDM suite of programs currently in use within YKFD is a Mobile CAD component. This enhancement would improve the effectiveness of support to fire and ambulance operators within YKFD in locating the site of an incident, planning the best travel route, identifying primary and secondary hydrant location, and determining road closures or areas where construction is creating traffic congestion. Happening concurrently, the Fire Officer or EMS attendant uses a manual Run Book to locate a street address of an emergency call to start planning for access, site overview, structures, or potential exposures to aid pre-arrival incident size-up. Mobile CAD will eliminate lost time as the route will be provided automatically by Mobile CAD software on the computer operating from the fire apparatus responding to the call. Mobile CAD will also add a seamless additional product by utilizing an automatic vehicle location (AVL) using pre-loaded GIS mapping. This system enhancement will also improve Dispatchers' availability for other critical tasks during the dispatch and monitoring of an emergency call including being able to maintain safety, security and accountability; ensure accuracy of data; triage and re-route calls; and re-route resources.

## CAPITAL FUND - 2020 Capital Projects

Department	PS Public Safety	Division	Fire & Ambulance
Project	63007670 FDM Software		

In addition, FDM Roster is another system enhancement to support effective planning and operations. Currently, all vacation and leave requests, scheduling of training, shift scheduling and administration, and injury-related time off is tracked manually through hard copy documents and manually maintained Leave Boards. FDM Roster is a comprehensive tool that can be used by all YKFD members for day-to-day staffing functions. FDM Roster provides a graphical representation of a department's operational requirements, available personnel and current staffing schedules. With FDM Roster, administrative staff will be able to quickly see the daily qualified members for positions that are unfilled due to illness and training, and it allows for tracking employee work history with ease and efficiency.

### Operational Impact

This initiative will lead to greater efficiency in operations and planning but will require key positions and a number of staff to develop intricate knowledge of software functionality. Minimal operational impacts are anticipated as costs related to maintaining and operating this system can be absorbed within existing YKFD budget levels.



## CAPITAL FUND - 2020 Capital Projects

**Department** PS Public Safety  
**Project** PS0001 Fire Hall Backup Power Generation  
**Division**  
**Directorate**

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	120,000		
<i>Funding</i>			
Formula Funding	120,000		
<i>Total Funding</i>	120,000		

### Description

#### Purpose

To complete the backup power generation project for electrical redundancy at the Fire Hall.

#### Background

A capital project was brought forward in the 2017 Capital Plan for the installation of a new backup power generator at the Fire Hall. The existing generator is 29 years old and beyond it's useful life and is now under capacity for changes in Fire Hall operations, most notably the relocation of dispatch services from Pump House #1 to the Fire Hall. By relocating dispatch operations to the Fire Hall, the associated infrastructure has increased the electrical demand on the facility. Dispatch infrastructure also needs to have reliable and competent backup power generation in the case of a prolonged power outage.

The 2017 budget for the project was \$100,000, at the time a decision was made to remove and replace the existing generator of same size and output. A larger generator would not physically fit within the existing Fire Hall footprint. However, In 2018 after further consultation with Fire Hall staff it became clear that more capacity was necessary for the backup generator, and the budget was increased by \$100,000 to increase the size of the generator with potential relocation outside the footprint of the Fire Hall which would also require an enclosure.

A quote was obtained for the installation which was approximately \$171,000 over budget, for a total of \$371,000. This prompted staff to look into alternative options. An analysis was completed of the existing 1.2MW generator that supplies backup power for the Multiplex, Fieldhouse and Lift Station #5. The existing overall full load on the generator is approximately 650 kW, leaving capacity to service the Fire Hall.

Engineering was completed on the project in 2019, which included a Class A estimate of \$272,295, minus the remaining budget carryover of \$163,000, leaves a project shortfall of approximately \$109,295.

## CAPITAL FUND - 2020 Capital Projects

Department	PS Public Safety	Division	Directorate
Project	PS0001 Fire Hall Backup Power Generation		

The 2020 capital request is for \$120,000, that includes the projected budget required to complete the project and an allocation for professional inspection and commissioning services by a qualified electrical engineer.

### 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 the present generator.



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering  
Project 71507801 Fleet Management

Division Fleet Management

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>			
	1,326,150	1,335,000	1,300,000
Total Expenditures	1,326,150	1,335,000	1,300,000
<i>Funding</i>			
Reserves	1,326,150	1,335,000	1,300,000
Total Funding	1,326,150	1,335,000	1,300,000

### Description

#### Purpose

To continue replacing and redeploying fleet units according to the City's Fleet Management practices.

#### Background

The mobile equipment fleet has a replacement value of \$16.4 million and must be maintained to meet the service levels expected by residents. The City has a fleet of 159 pieces of heavy-duty and mobile equipment that support Fire and Ambulance, Road Maintenance, Water and Sewer Maintenance, Solid Waste, Parks, Arenas and Administrative functions, as well as 26 stationary engines for emergency power generation and fire pumping capacity.

Fleet management practices allow the City to maximize life cycle and 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 downtime due to repairs or failures, which could negatively impact the delivery of City services such as snow removal or water/sewer repairs.



## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Fleet Management
Project	71507801 Fleet Management		

### Summary of Units:

#### Small Equipment – 30 units

Small equipment includes miscellaneous equipment required by City departments to do their work. Included are: riding mowers, snowmobiles (Municipal Enforcement Division), all-terrain vehicles (Fire Fighters), 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. The City currently has 41 pickup trucks and vans in the fleet. The ages vary from one year to more than ten years.

#### 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 8 medium-duty trucks in the fleet.

#### Heavy-duty Trucks – 15 units

The 15 heavy-duty trucks and trailers include trailers, tandem tractors, and dump trucks. The heavy-duty 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 rather than hiring contractors is approximately half. Each truck is operated for approximately 1,000 hours per year, saving the City \$45,000 a year for 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

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 hours per year, saving the City \$45,000 a 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.



## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Fleet Management
Project	71507801 Fleet Management		

### Mobile Tractors – 9 units

This includes zambonis, skid steers, compactors, and forklifts. The anticipated lifespan of these units is ten years.

### Municipal Enforcement Vehicles – 4 units

These are to be replaced every four years or 100,000 kilometres. 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 cycles of these vehicles. One Municipal Enforcement vehicle must be replaced yearly to maintain the City standards and in order to reduce O&M costs and labour requirements.

### Emergency Vehicles – 10 units

This includes fire trucks, ambulances and water trucks. Due to increased demand, the replacement life cycle standard was re-evaluated by Public Works and the Fire Division, and the standard for replacement was reduced from 30 years to 20 years for most fire fighting equipment. Ambulances are now replaced on a 12 year cycle due to the high amount of use and reliability issues with ambulances as they get older. The City has 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 such as a light duty pickup truck is removed from its primary use, it is placed into a lower priority use, such as vehicle used for summer student work activities. If the 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 and Engineering.

### Stationary Engines – 26 Units

The City's 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 for 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, twelve are over 20 years old, fourteen are over 10 years old, and only seven are under 10 years old. Parts are often unavailable for engines over 20 years old. Although 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, and that one engine a year be replaced until all stationary engines are less than 20 years old.

## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering  
Project 71507801 Fleet Management

Division Fleet Management

### 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 vactor 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.

### Operational Impact

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 downtime due to repairs or failures, which could negatively impact the delivery of City services such as snow removal or water/sewer repairs.



## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Multiplex  
Project FC0015 Flooring Replacement Project (Library, Arenas, Curling Club)

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>			
Library	94,000		
Community Arena Concession	20,000		
Curling Club	36,000		
<b>Total Expenditures</b>	<b>150,000</b>		
<b>Funding</b>			
Community Public Infrastructure Funding	150,000		
<b>Total Funding</b>	<b>150,000</b>		

### Description

#### Purpose

To replace flooring in the Library, Arenas and Curling Club facilities.

#### Background

The flooring that is included in this project is at the end of its useable life and requires replacement to ensure that City facilities are maintained to a reasonable standard of care. The carpet at the library was installed over ten years ago. With the amount of traffic through that facility, approximately 200,000 visitors annually, the carpet has met its ten year life expectancy and is in need of replacement.

Likewise, the Curling Club carpet is well beyond its life expectancy. It has not been replaced in over 20 years and is in need of replacement. Flooring in the Community Arena concession has been in place for over 20 years and has become a safety and health concern.

The carpet in the Library and Curling Club have both exceeded their useful life and are now in a state that detracts from the cleanliness, safety and atmosphere of the facilities. The concession floor at the Community Arena has not been replaced in over 20 years and has become a safety issue due to lifting and it can no longer be sanitized.

These replacement projects will ensure that the City is addressing the ongoing maintenance and proper management of these facility components.

## CAPITAL FUND - 2020 Capital Projects

Department	CS Community Services	Division	Multiplex
Project	FC0015 Flooring Replacement Project (Library, Arenas, Curling Club)		

### Operational Impact

The work at the Library will be accommodated such that the facility will not be required to close to the public to be carried out. The Curling Club and Arena flooring will be carried out on the off-season to minimize the disruption to operations.



## CAPITAL FUND - 2020 Capital Projects

Department GG General Government Division Information Technology  
 Project CO0016 Information Technology Infrastructure Renewal

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	<u>337,000</u>	<u>336,000</u>	<u>350,000</u>
<i>Funding</i>			
Reserves	337,000	336,000	350,000
<i>Total Funding</i>	<u>337,000</u>	<u>336,000</u>	<u>350,000</u>

### Description

#### Purpose

To continue the City's planned and incremental investment in its Information Technology Infrastructure to provide reliable services while maximizing the service life of each component.

#### Background

The City's Information Technology infrastructure is essential for effective service delivery. This project will ensure consistent and reasonable investments in each of the four main categories of infrastructure in place at the City: servers and storage, network devices, printers and multifunction devices, and client hardware.

#### Servers and Storage

The City 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. This project will continue the City's planned and incremental investment in its server fleet and file storage infrastructure to help meet the growing requirements being placed on it.

The City's dependence on its server fleet intensifies with each activity that is automated. In addition to traditional financial applications, staff and stakeholders 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, bulk water billing, and black/green cart management. To keep pace with these demands, the servers need to remain current and reliable, and the number of servers must continue to grow (Gallery 1).



## CAPITAL FUND - 2020 Capital Projects

Department	GG General Government	Division	Information Technology
Project	CO0016 Information Technology Infrastructure Renewal		

In late 2007, the Information Technology Division adopted a virtualization strategy as a way to meet accelerating demands. 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. This provides the flexibility to quickly deploy additional servers as needs arise. However, there are still limits to what can be accommodated within a single physical server and so growth in demand must be matched by growth in capacity. During the term of this budget, the Information Technology Division will use the allocated funds to grow the capacity of this environment, redeploy server equipment that is nearing the end of its life expectancy, and sustain a reasonable inventory of spare parts to ensure replacements are readily available when failures occur.

As with the demand for server capacity, the organization's need for storage continues to grow. For example, the City now has the ability to capture aerial images and thus provide much needed up-to-date information for tasks ranging from sewage lagoon management to assessment reviews, but a lack of disk space has left staff scrambling to find room to house the images. In recent years, significant progress has been made in expanding disk space capacity, allowing the City to move towards industry standard backup practises. However, storage demands continue to expand rapidly and the City must constantly invest in its infrastructure to ensure adequate capacity.

### Network

The network that provides connectivity among the City's computers, laptops, servers, printers, cameras, mobile devices, telephones, traffic lights, SCADA monitors, and emergency voice radios is vital to the City's operations. This project will sustain 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.

As shown in Gallery 2, the City's network employs Ethernet, leased and city-owned fiber, wireless, and microwave technologies to create connections among fourteen 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; as depicted in Gallery 3, this initiative alone added 63 network devices to the City's infrastructure. With additional traffic lights and cameras on the horizon, this complement will continue to grow.

There was a substantial network expansion again in 2018 when wireless connectivity was established to the City's Pumphouses and Liftstations. However, it also added another 23 network devices to the City's infrastructure (Gallery 4).



Department	GG General Government	Division	Information Technology
Project	CO0016 Information Technology Infrastructure Renewal		

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 (Gallery 5). The network's firewall and other protective mechanisms routinely deny more than 100 unauthorized access attempts per minute while its spam filter rejects almost 85% of the email 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 implemented Computer-Aided Dispatch; adopted enterprise solutions such as City Works, City View, and City Explorer; 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; established traffic light connectivity; and enhanced its Customer Service functions. All of these data-intensive 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 Dispatch 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, there will continue to be a strong focus on security because threats – both internal and external – are becoming increasingly sophisticated and pervasive. Recommended initiatives include ongoing cyber-threat awareness campaigns to help staff become more knowledgeable and mindful users, continual refinement of security configurations to mitigate risks from all sources, and enhanced and more granular monitoring of network activity.

Another priority will be continued repatriation of network connectivity solutions. In recent years, City-owned and operated connections have been established between several sites and the City is gradually terminating the associated leased services. This reduces its reliance on third party fiber services and lowers overall network operating costs; as of the third quarter of 2019, these savings are expected to total \$85,000 annually.

Other work will include proactively replacing key network equipment to replace obsolete gear, reduce unplanned outages, and prepare for future technologies and growth.

### Printer and Multifunction Devices

The City maintains a fleet of printers and multifunction devices to meet the printing, scanning, and copying requirements of stakeholders. This project will continue the organization's incremental approach to implementing and maintaining multifunction devices throughout the organization so that these requirements can be met in the most cost-effective manner possible.



## CAPITAL FUND - 2020 Capital Projects

Department	GG General Government	Division	Information Technology
Project	CO0016 Information Technology Infrastructure Renewal		

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 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 identified three tiers of devices and all subsequent acquisitions have been selected from one of these tiers. This has minimized the variety of devices installed throughout the organization, streamlined consumables management, and reduced costs.

The Plan also identified end-of-life and high-cost, low-usage devices, which were incrementally removed from service. As well, several units were reallocated to better meet varied needs within the organization.

The City currently has two high volume printers that were purchased in January 2015. The bulk of print jobs are composed of utility bills (3,700 per month), assessment notices (5,000 per year) and tax bills (10,000 per year). Additional bulk prints include invoices, statements, and business licenses, adding another 2,000 pages per month. Combined these printers printed over 4.4 million pages in the last four and a half years. Incidents of downtime have consistently increased to where at least one printer has regularly been unavailable due to breakdowns. In order to continue to deliver time sensitive services to City residents, the plan is to replace one of the high volume printers in each of the next two years.

### Client (Staff) Hardware

This allocation will be used to renew and augment all client facing hardware components that require regular replacement in accordance with the City's Information Technology Evergreening strategy. This includes widely deployed elements like workstations, laptops, cell phones, desk sets, and radios, as well as more special purpose equipment like digital cameras, conference phones, and projectors.

### Operational Impact

City service delivery relies on its Information Technology Infrastructure. When any component is out of service, or not operating to specification, it will interrupt service delivery and reduce productivity.

### Servers and Storage

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. Without adequate investment, the organization will not be able to meet escalating server requirements 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



Department	GG General Government	Division	Information Technology
Project	CO0016 Information Technology Infrastructure Renewal		

time it will lead to more frequent system outages and necessitate increased support efforts and costs.

### Network

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 rather than to experience problems that require excessive troubleshooting and repair or failures that create service outages. Lack of appropriately scaled and timed investment will negatively impact the City's ability to sustain its network and will put the organization at risk of a long term outage while replacement equipment is sourced. Over time, there may be increasingly frequent service disruptions when equipment fails. These failures will interrupt many aspects of City operations, and potentially jeopardize the health and safety of staff, citizens, and visitors.

### Printers and Multifunction Devices

Many printing and copying tasks are time sensitive, and must be done within legislated timeframes. If the printer and multifunction device fleet is not properly maintained, outages will affect the organization's ability to deliver services.

### Client Hardware

Staff all across the organization rely on technology to complete their work and deliver programs and services. Appropriately maintaining client facing hardware components minimizes downtime and enables effective services for both staff and stakeholders. It will reduce troubleshooting and support efforts as replacements are done in a planned and scheduled manner to minimize operational impact.

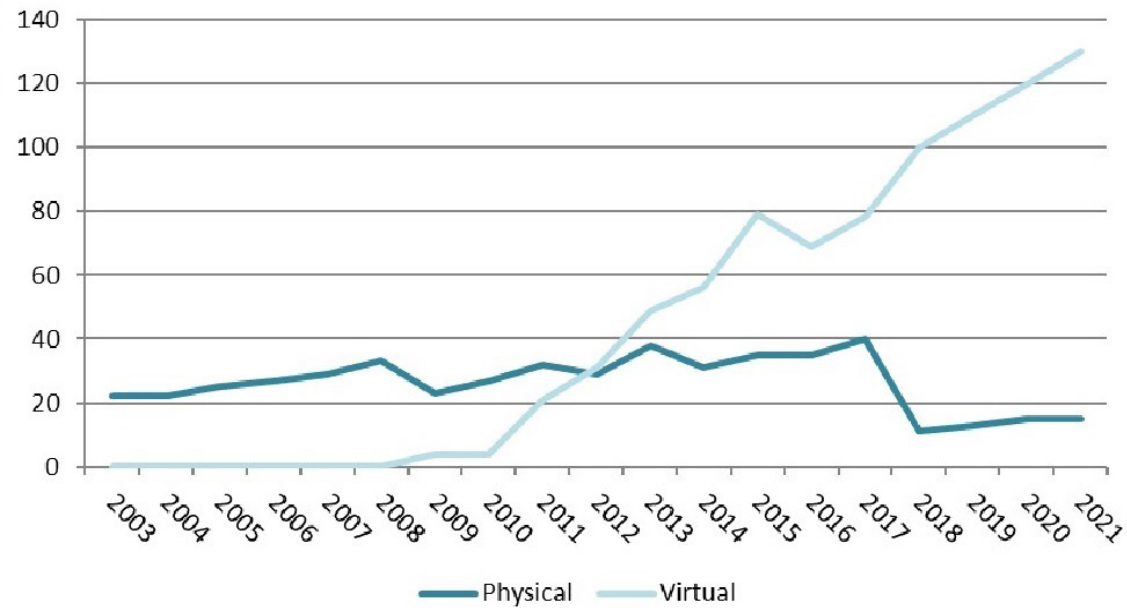
## CAPITAL FUND - 2020 Capital Projects

Department GG General Government Division Information Technology  
Project CO0016 Information Technology Infrastructure Renewal

### Gallery

Gallery 1

### Physical vs Virtual Servers



Division Information Technology

## Gallery

## Gallery 2



## CAPITAL FUND - 2020 Capital Projects

Department

GG General Government

Division

Information Technology

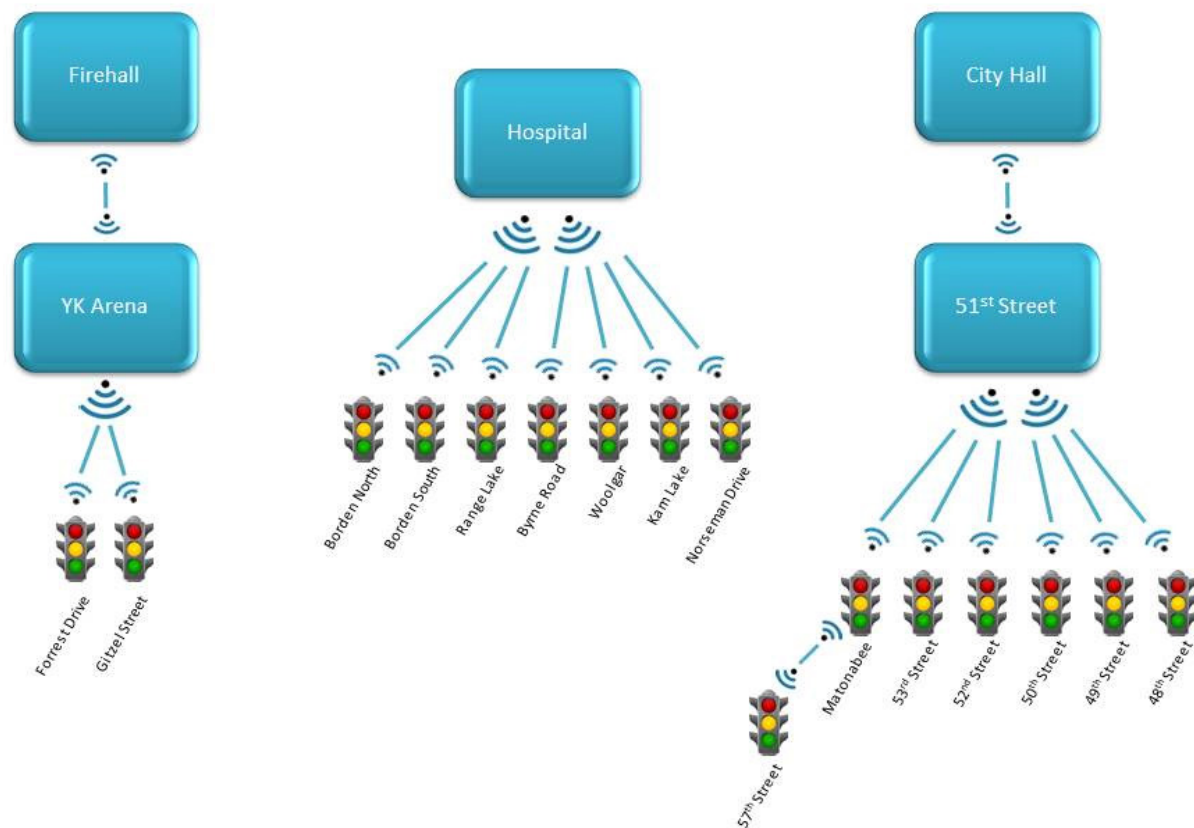
Project

CO0016 Information Technology Infrastructure Renewal

### Gallery

Gallery 3

## Traffic Light Network

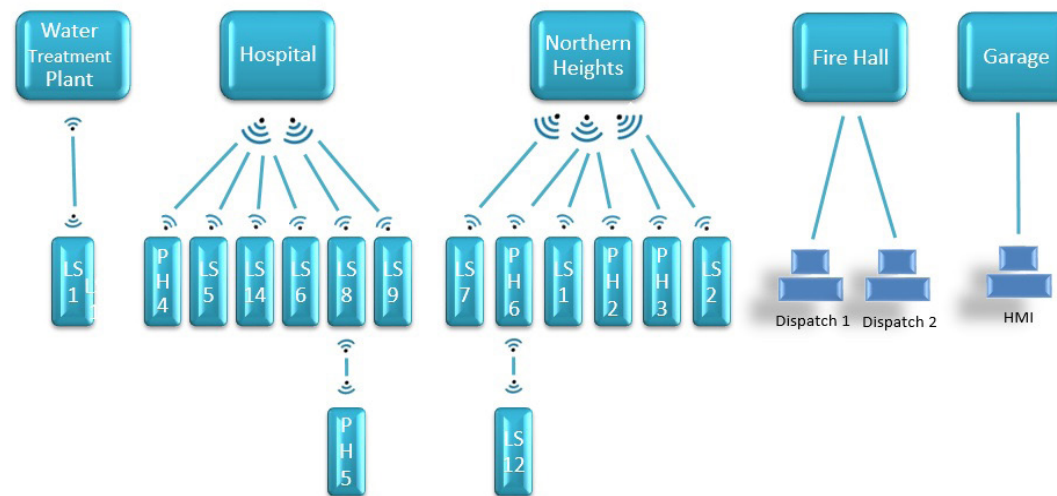


<b>Department</b>	GG General Government	<b>Division</b>	Information Technology
<b>Project</b>	CO0018 Information Technology Infrastructure Renewal		

## Gallery

Gallery 4

### SCADA Network



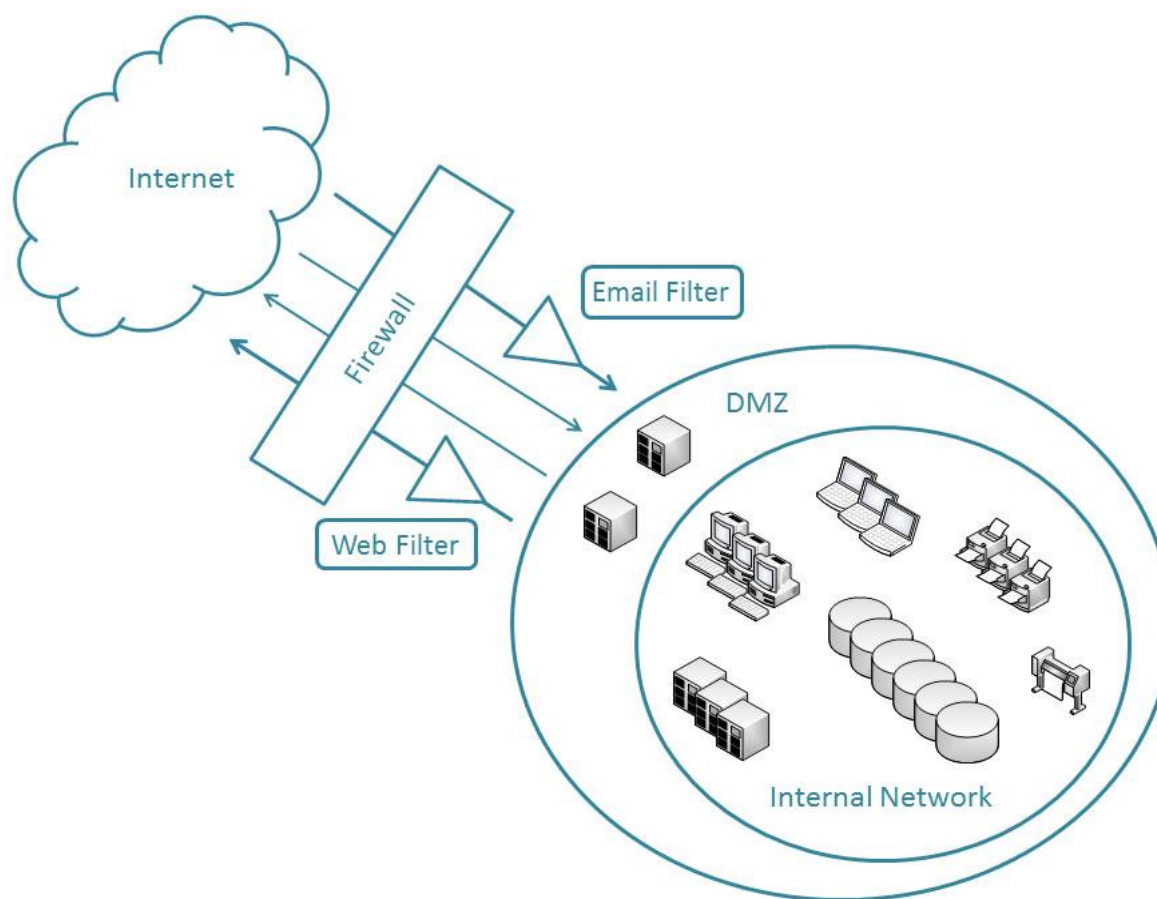


## CAPITAL FUND - 2020 Capital Projects

Department	GG General Government	Division	Information Technology
Project	CO0016 Information Technology Infrastructure Renewal		

### Gallery

Gallery 5



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Water & Sewer  
Project 94008570 Lagoon Control Structure Replacement

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	250,000		
<i>Funding</i>			
Gas Tax Rebate	250,000		
<i>Total Funding</i>	250,000		

### Description

#### Purpose

To replace failing control structures on Trapper's Lake to divert flow away from the Fiddler's Lake sewage lagoon.

#### Background

The Fiddler's Lake Sewage Lagoon System was built in 1980. As part of the system, the drainage pathways for Trapper's Lake were altered to divert them from the sewage lagoon area (Galleries 1 and 2). This ensured water from Trapper's Lake was not flowing into the lagoon, which would increase the volume of effluent entering the lagoon and affect its capacity.

In order to divert the flow from Trapper's Lake, a series of earthen dykes and dams were built in low-lying areas along the shoreline. A concrete and earth control structure was built in the location chosen for flow from the lake into the designated drainage area. As part of the City's water licence requirements, these dams, dykes and control structure must be inspected every four years. During the last inspection, it was noted that these structures are no longer performing as intended and require rebuilding.

Rebuilding of the dams, dykes and control structure will stop the flow from Trapper's Lake to Fiddler's Lake sewage lagoon, which will help to reduce the total amount of runoff entering the lagoon system, thus increasing the overall capacity of the lagoon.

This is a multi-year project which saw the engineering work done in 2019 and will conclude with the rebuilding of the dams, dykes and control structures in 2020.



## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	94006570 Lagoon Control Structure Replacement		

### Operational Impact

This project has negligible direct effect on operations. Maintenance of control structures at Trapper's Lake is a requirement of the City's water licence and is consistent with good asset management principles.

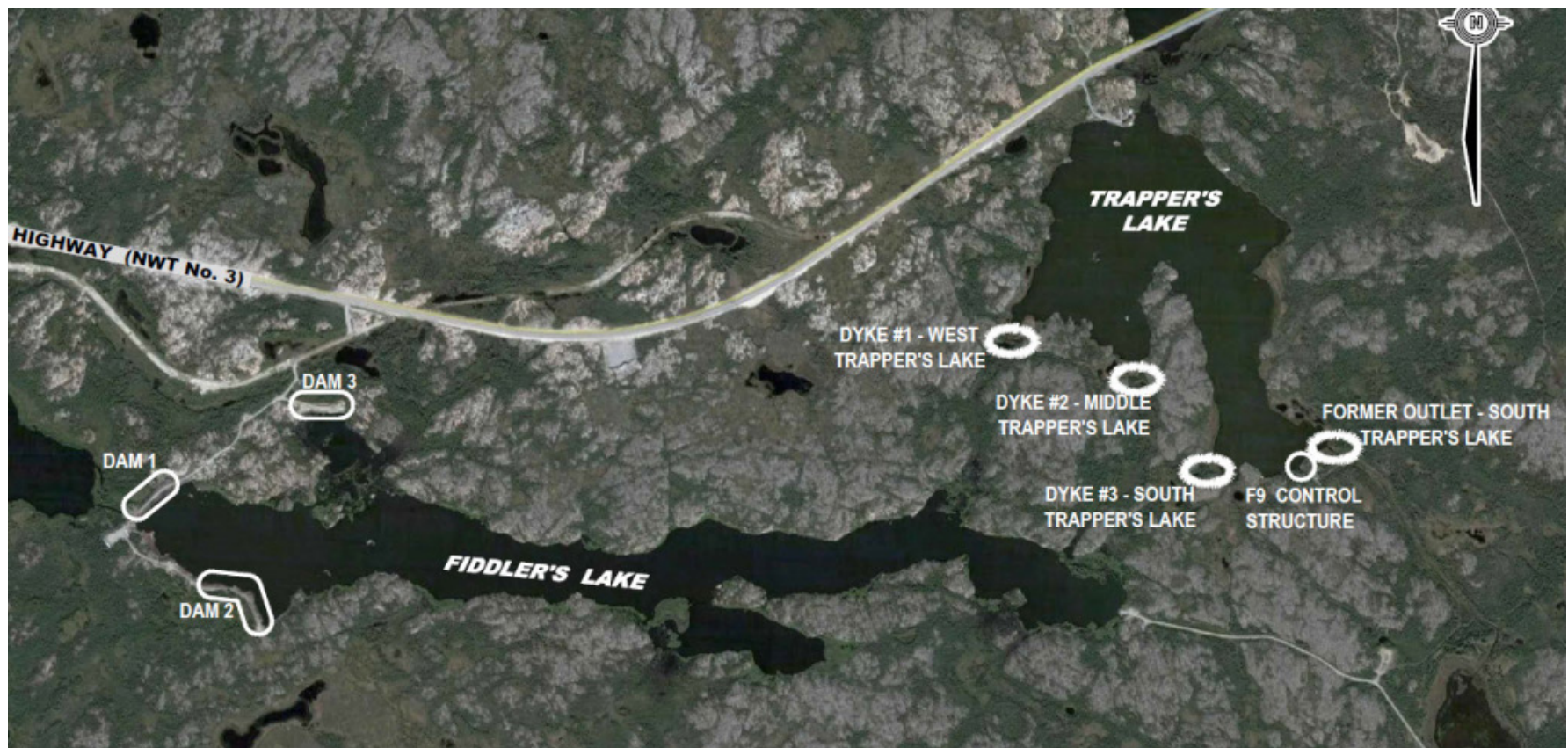


Department PW Public Works & Engineering  
Project 94008570 Lagoon Control Structure Replacement

Division Water & Sewer

### Gallery

Gallery 1



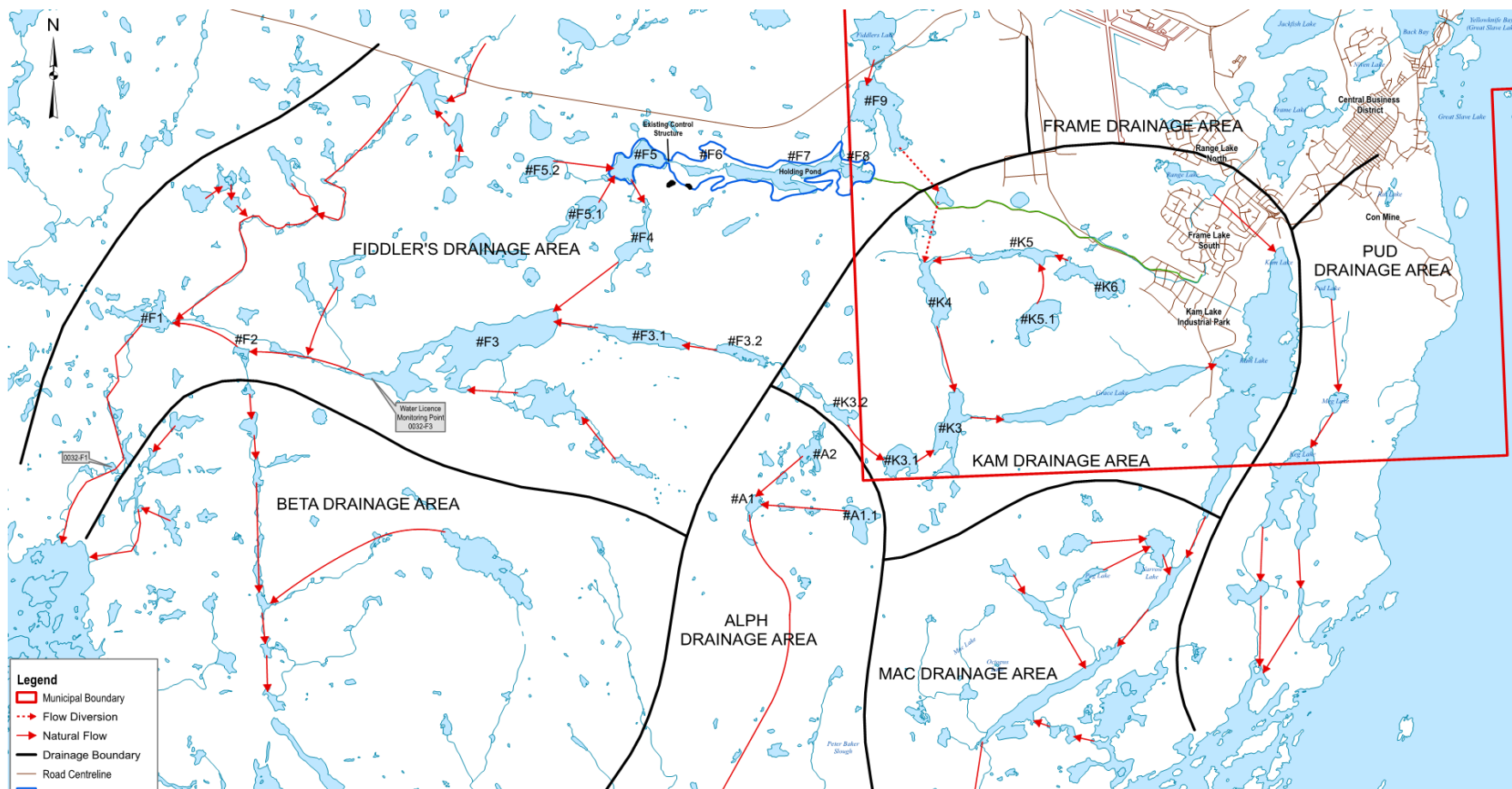
# CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering  
Project 94008570 Lagoon Control Structure Replacement

Division Water & Sewer

## Gallery

Gallery 2



## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Multiplex  
Project FC0017 Multiplex Iceplant Upgrade

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>			
Compressor	400,000		
Electrical Panel	150,000		
Ammonia Safety	45,000	170,000	
<b>Total Expenditures</b>	<b>595,000</b>	<b>170,000</b>	
<b>Funding</b>			
Formula Funding		170,000	
Community Public Infrastructure Funding	595,000		
<b>Total Funding</b>	<b>595,000</b>	<b>170,000</b>	

### Description

#### Purpose

To replace the aging ice plant compressors with models that match the existing Community Arena ice plant; replace the faulty electrical control panel at the Multiplex to eliminate an ongoing issue of system power failures; and install an ammonia safety system.

#### Background

When the Multiplex was in the design stages the typical arena season commenced in the latter part of August and ran through to the following March or April, depending on the date of Easter. The plant was designed to operate during this season plus designed with a large enough capacity to eventually accommodate for summer ice. The typical season now operates from mid-July to the end of April which has caused the compressors to operate more hours each season which has led to an earlier than anticipated replacement date. Replacing the compressors will reduce the maintenance costs on the compressors, significantly reduce the amount of ammonia required, extend the life cycle of the ice plant and reduce the possibility of a compressor failure during the ice season.

Recently there have been repeated electrical failures within the panel that controls the ice plant. When a failure occurs it affects power to the ice plant which in turns affects the facility's main breaker which then leads to complete facility black outs and significant down time which jeopardize both ice surfaces. Extended power outages have the potential to cause the bond between the ice and cooling floor to break, which could lead to the need to completely remove and replace the ice. The system has undergone ongoing repairs and diagnostics by contractors to try and isolate the issues. The problems have been discussed with electrical and refrigeration contractors and the solution proposed is to replace the electrical panel with an



## CAPITAL FUND - 2020 Capital Projects

Department	CS Community Services	Division	Multiplex
Project	FC0017 Multiplex Iceplant Upgrade		

upgraded model to ensure that power surges are properly addressed.

Ammonia safety is an ongoing concern throughout the industry. The City has a number of established procedures for the arena staff to follow should an ammonia incident occur. These procedures include steps up to and including the evacuation of the building at higher levels of concentration.

It is recommended that the City install an ammonia safety system over two years. In 2020, the first stage would see the installation of upgraded detectors and the installation of an absorption tank containing water. The absorption tank will capture any discharged ammonia that results from a fault or issue with an ice plant component or vessel. Currently when ammonia is detected, the sensor will trigger an exhaust fan to discharge into the environment. The new system will ensure the ammonia is contained in the water tank and not released into environment.

In 2021, an ammonia recovery system will be installed. This system will be activated at a pre-set level of ammonia discharge in the plant room. The detectors will trigger the ammonia recovery system to capture the ammonia charge into an expansion tank, basically vacuuming the ammonia from the plant and storing it safely until the required repairs are completed. This will remove the need to evacuate the building, which is difficult during regular ice activities and comes with additional safety concerns. An additional benefit is that the majority of the ammonia charge will be recovered and can be put back into the plant to allow of immediate start up after repairs.

The installation of the ammonia recovery system is key to continued operations should an ammonia event occur. The system will allow for a much faster response by qualified personnel. Without this system in place, there will be a need to wait for the current system to exhaust the ammonia from the plant room prior to carrying out repairs. The refrigeration contractors must travel to Yellowknife and any additional ammonia will require transportation time. The recovery system will allow for the ammonia charge to be pumped back into the ice plant immediately following repairs.

### Operational Impact

The upgrades to the plant will result in an annual savings of \$20,000 in maintenance costs as the newer models do not require annual re-builds. The City will also see an annual reduction in power consumption of approximately \$40,000 with the newer models.

The work will be completed during the off-arena season to eliminate any disruption to regular ice activities.



## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Parks & Trails  
 Project FC0018 Multi-Purpose Asphalt Surface - Hall Crescent Park

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	52,000		
<i>Funding</i>			
Formula Funding	45,000		
Community Public Infrastructure Funding	7,000		
<i>Total Funding</i>	52,000		

### Description

#### Purpose

To add a multi-purpose asphalt surface to the playground located in the Lakeshore development.

#### Background

The area is a new development, which presents an opportunity to add a court and plan for multiple uses of this park. The addition will add options for recreation for adults and youth in the area.

This surface will allow the City to provide a multi-generational recreation experience at this park so that families can be active together. The court addition will open up options for all types of programming and events in the area. The additional amenity to the park will allow for year around activities for the families in the area including court sports such as basketball, tennis, pickle ball as well as providing a safe location for ball hockey. During the winter months the area will be a available for skating and hockey.

#### Operational Impact

The additional cost to operate during winter and summer months is approximately \$6,000 annually, largely through additional casual wages, commencing in 2021.

## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Parks & Trails  
 Project FC0012 Parker Park Field Outfield

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	87,000		
<i>Funding</i>			
Other Grants	80,000		
Community Public Infrastructure Funding	7,000		
<i>Total Funding</i>	87,000		

### Description

#### Purpose

The project is intended to improve the safety of the fields at Parker Park and to increase the number of playable days each season.

#### Background

Parker Park has sustained damage to the outfields the past few seasons due to the way that the outfield is holding water in large puddles. Remedial actions have been undertaken over the past few years on a stop-gap basis to improve the drainage. The proposed project will include re-shaping the field with the necessary material including sand, soil, seeding etc. to provide drainage away from the playing surface. These measures will lengthen the softball season and improve the safety of the field for users.

#### Operational Impact

In the short-term the project will disrupt regular activities for the season as the work is completed. Overall the project will increase playable hours for all user groups. The main impact will be improved safety for the users and decreased liability for the City by providing safer playing surfaces.



## CAPITAL FUND - 2020 Capital Projects

Department PD Planning & Development Division Directorate  
 Project PD0003 Parking Structure Feasibility Study

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	75,000		
<i>Funding</i>			
Formula Funding	75,000		
<i>Total Funding</i>	75,000		

### Description

#### Purpose

To undertake a feasibility study related to a City of Yellowknife parking structure in the Downtown Zone for the purpose of rethinking the use of existing surface parking lots in the city's core area.

#### Background

These surface parking lots, which account for approximately 40% of Yellowknife's downtown land could be developed to a higher and better use. In 2008 Council adopted the Development Incentive By-law. One of the incentive components in this by-law is for a Downtown Parking Structure Development. The incentive was designed to promote the construction of a multi-storey or below ground parking structure in the DT - Downtown Zone. The purpose was to better balance the building footprint to surface parking ratio in the downtown; enable the transfer of current surface parking to the structure; provide additional downtown parking; and enable additional development opportunities by opening land currently held by surface parking lots. The incentive was for a Declining Five Year Tax Abatement to reduces in equal increments over five-years (100%-80%-60%-40%-20%).

The City envisioned at the time that a Downtown Parking Structure would contain a minimum of 100 parking stalls, the dedicated to vehicular and bicycle parking and help support the City's revitalization objectives. Currently, parking lots account for approximately 40% of the land in the downtown.

Across Canada, municipalities are taking steps to reduce parking requirement, particularly in the downtown. In Yellowknife, some adjustments have been made, with car share provisions, reduction of parking ratios and the inclusion of bike racks. However, where parking has been reduced there are still requests from residents (purchasers) for parking passes and parking provisions.



## CAPITAL FUND - 2020 Capital Projects

Department	PD Planning & Development	Division	Directorate
Project	PD0003 Parking Structure Feasibility Study		

Developers and building owners in the downtown have inquired about parking options for the purpose of redevelopment of sites. And, while the incentive has existed for a decade, there have been no uptake on this tool. This recommended capital project proposes to investigate the suitability of the City of Yellowknife taking a lead role in this type of development. The City of Yellowknife owns multiple commercial lots in the downtown and could consider undertaking the construction of a parking structure to help alleviate downtown land dedicated to surface parking lots.

In 2020 a feasibility study (the "Study") is recommended to determine if the City should undertake the planning and construction of a parking structure on a City-owned parcel. The Study will seek to provide information related to:

1. How and why municipal governments build and maintain parking structures
2. Capital, operations, and maintenance costs over 80 years
3. Anticipated impact on revitalization efforts
4. Location options
5. Architectural design considerations
6. Use and operation of current parking structure in the downtown (privately owned/options for better usage)
7. Options and models for operations (City Administration/Private/Other)

### Operational Impact

In 2020 the Study will be managed by the Planning & Development Department but will require the participation of all other City Departments in the Study year. Any future capital and operational impacts will be assessed if and when the parking structure proceeds to construction.



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Roads & Sidewalks  
Project 78158570 Paving Program

		Budget		
		2020	2021	2022
		\$	\$	\$
<b>Expenditures</b>				
		3,680,000	3,550,000	2,760,000
	<b>Total Expenditures</b>	<b>3,680,000</b>	<b>3,550,000</b>	<b>2,760,000</b>
<b>Funding</b>				
Formula Funding		923,750		
Gas Tax Rebate			3,550,000	2,760,000
Other Grants		2,756,250		
	<b>Total Funding</b>	<b>3,680,000</b>	<b>3,550,000</b>	<b>2,760,000</b>

### Description

#### Purpose

To repair or replace asphalt, concrete and other appurtenances on City streets as required, including storm water infrastructure (Galleries 1 and 2). 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 it will vary significantly due to various factors such as traffic volumes, vehicle types, geotechnical conditions, construction practices, and adequate maintenance.

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, a road is scheduled for reconstruction when it 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 Ltd. to ensure that street lighting levels are evaluated and increased to comply with national standards. Also included in the paving program is coordination with Northland Utilities Ltd., NorthwesterTel Inc. and NorthwesterTel Cable Inc. to determine if replacement or addition of underground duct work for power and communication infrastructure is required.

## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering  
Project 76156570 Paving Program

Division Roads & Sidewalks

Considerations when determining areas of reconstruction include:

- Condition and age of asset,
- Recurring maintenance costs,
- Priority level of roadway,
- Number of impacted residents, and
- Underground infrastructure requirements.

Gallery 3 shows the 2020 to 2022 planned paving program. Gallery 4 shows the 2020 planned water, sewer and paving projects.

### Operational Impact

Aging infrastructure has an operational cost of between two and four percent of replacement costs. Replacing this infrastructure will allow the department to focus operational and maintenance activities on other roads, sidewalks and storm water appurtenances in the City.



**Department** PW Public Works & Engineering  
**Project** 76156570 Paving Program

**Division** Roads & Sidewalks

### Gallery

*Gallery 1*



## CAPITAL FUND - 2020 Capital Projects

**Department** PW Public Works & Engineering  
**Project** 76158570 Paving Program

**Division** Roads & Sidewalks

### Gallery

*Gallery 2*





## CAPITAL FUND - 2020 Capital Projects

**Department** PW Public Works & Engineering  
**Project** 76156570 Paving Program

**Division** Roads & Sidewalks

### Gallery

Gallery 3

Year	Street
2020	Otto Drive
	Old Airport Road (Range Lake Rd to Byrne)
	Enterprise Drive (Melville to Grace Lake Blvd)
2021	McDonald Drive
	School Draw (44th to 46th Street)
	Con Road (Rycon South to Con Place)
	Paving - Forrest Park
2022	45 Street (49 Ave to Franklin)
	46 Street (49 Ave to Franklin)
	49 Ave (46 to 45 St)
	52 Street (Franklin to 51 Ave)

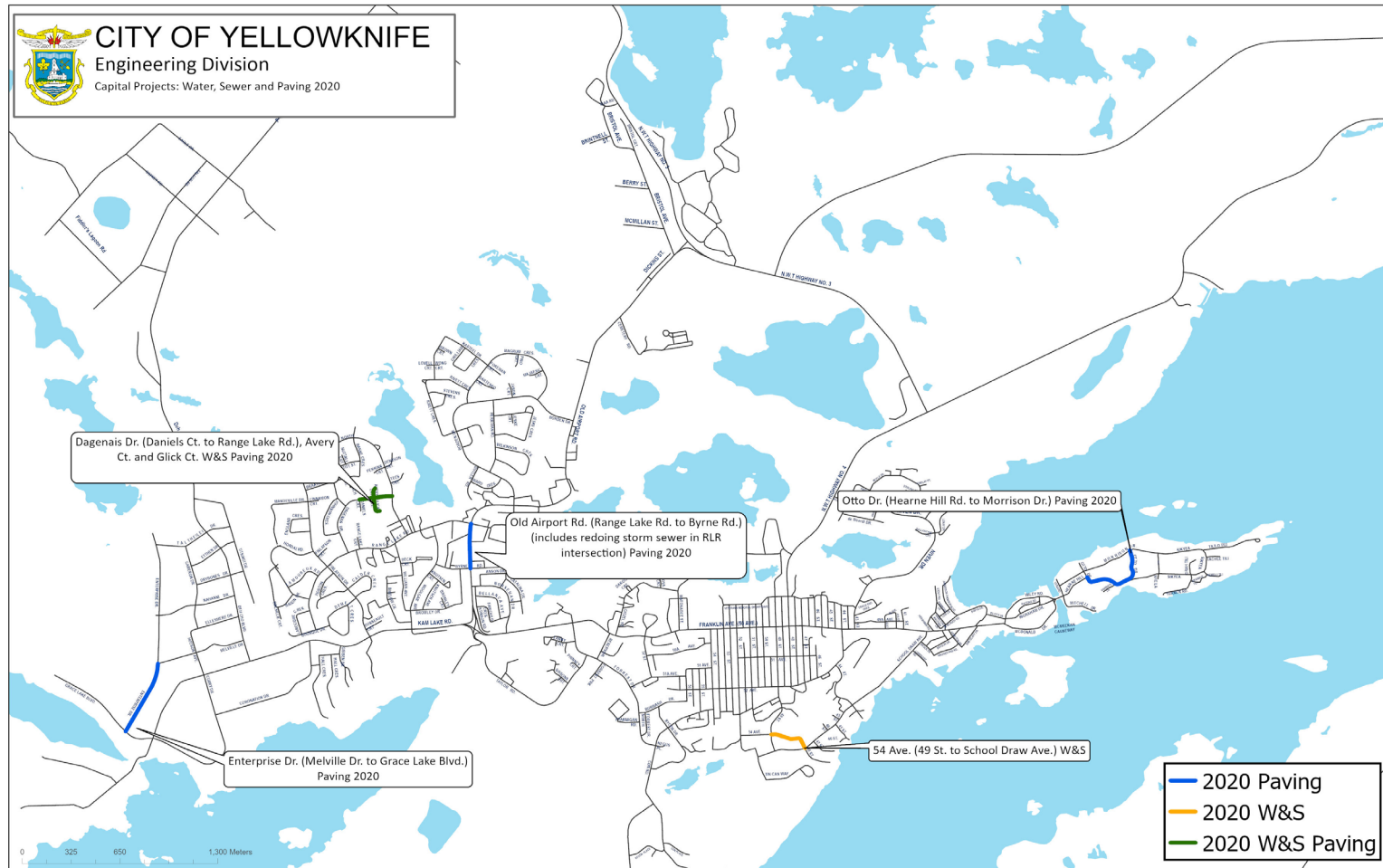
# CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering  
Project 78158570 Paving Program

Division Roads & Sidewalks

## Gallery

Gallery 4



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Water & Sewer  
Project 90817610 Pump Replacement Program

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>Funding</b>			
Gas Tax Rebate	100,000		
Community Public Infrastructure Funding		100,000	
User Fees			100,000
<b>Total Funding</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

### Description

#### Purpose

To continue replacing pumps at City of Yellowknife Pumphouses and Liftstations on a regularly scheduled basis.

#### Background

The City of Yellowknife has 14 Liftstations (Sewer) and six Pumphouses (Water). In each of these stations there are multiple large pumps which run long hours and work hard. In total, the City has 35 sewage pumps and 31 water distribution pumps, not including the various chemical pumps used for water treatment and membrane filter cleaning. The City's also has eight comminutors, which are large sewage grinding machines.

Pumps and comminutors must be maintained in order to ensure a continuous supply of water and discharge of sewage for residents. Failure of pumps or comminutors at any liftstation can result in a sewage overflow, which has occurred in the past, resulting in sewage overflowing onto residents' property, and possibly into their homes.

Pump rebuilding costs range from \$7,000 to \$25,000 per pump, while replacement costs are \$10,000 to \$60,000 per pump depending on the station capacity. The cost to replace a small communitor is \$75,000, and a large communitor is \$110,000.

Based on standard industry practice and the experience of Public Works and Engineering staff, water pumps are to be replaced after approximately 25 years of operation. When it comes to sewage, the replacement intervals are much shorter, and the failure rate is much higher due to the composition of the material in the system. Seeing that there are a large number of pumps and comminutors in our Pumphouses and Liftstations, and considering the high replacement and/or repair cost, regular investments are required to ensure the integrity of the water and sewer system.



## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	90817810 Pump Replacement Program		

Public Works and Engineering estimates that the total replacement value of all the pumps is approximately \$1.6 million, and recommends spending about \$100,000 per year for pump replacements and monitoring to continue the orderly replacement of pumps that are in poor condition.

### Operational Impact

Without a capital allocation for pump replacements, operational budgets at stations with failed pumps will experience large financial variances due to high costs associated with maintenance and failures.

This project falls in line with standard asset management principles.



**Department** PW Public Works & Engineering  
**Project** 90817610 Pump Replacement Program

**Division** Water & Sewer

### Gallery

*Gallery 1*



## CAPITAL FUND - 2020 Capital Projects

Department PS Public Safety Division Fire & Ambulance  
Project 63137670 Self-Contained Breathing Apparatus

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	225,000		
<i>Funding</i>			
Community Public Infrastructure Funding	225,000		
Total Funding	225,000		

### Description

#### Purpose

To replace outdated Self-Contained Breathing Apparatus (SCBA) currently used within the Yellowknife Fire Division (YKFD).

#### Background

YKFD maintains a schedule to replace SCBA units as they approach the end of their operational life and as operation and maintenance issues become problematic or create a potential for concern. There has been an increase in maintenance costs related to SCBA through more frequent equipment malfunctions and increasing wear and tear on individual units.

The average anticipated life of properly maintained SCBA units is 10 years but each specific unit's operating will vary to some degree based on several determining factors. At present, there are 20 complete SCBA units with 51 spare cylinders and 64 face pieces.

#### Operational Impact

YKFD has an O&M budget to maintain personal protective equipment and therefore the purchase of new SCBA units to replace aging pieces of equipment will not negatively impact that budget line item. YKFD will be able to properly maintain, service and operate this new equipment.



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Water & Sewer  
 Project 93308570 Sewage Force Main Upgrades

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>			
	250,000	4,175,000	4,220,250
<b>Total Expenditures</b>	<b>250,000</b>	<b>4,175,000</b>	<b>4,220,250</b>
<b>Funding</b>			
Formula Funding			686,350
Gas Tax Rebate	250,000		
Community Public Infrastructure Funding		1,787,700	1,024,000
User Fees		2,387,300	2,509,900
<b>Total Funding</b>	<b>250,000</b>	<b>4,175,000</b>	<b>4,220,250</b>

### Description

#### Purpose

To create redundancy for the City's sewage force main to allow for better maintenance and increased capacity of the force main.

#### Background

The City has one force main that carries sewage from Liftstation #5 to the Fiddler's Lake Sewage Lagoon (Gallery 1). This line was installed in 1979 with an expected 50 year lifespan. As the force main nears the end of its life, increased maintenance and the potential for additional leaks can occur.

In 2018 the City experienced a significant break on the force main that carries sewage from Liftstation #5 to the Fiddler's Lake Sewage Lagoon (Gallery 2). The resulting repair and clean-up resulted in substantial unexpected costs to the City.

Another break occurred in 2019, during which the City shut down operations at Liftstation #5 and allowed the station to overflow in order to minimize contamination of private property. This resulted in significant clean-up of contamination in the City Yard.

In order to address the issues with the existing force main it is necessary to determine the best way to provide redundancy for the force main in the event of failure or general maintenance activities.

## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	93308570 Sewage Force Main Upgrades		

This project began in 2019 with an assessment of the current system to determine how best to provide redundancy. The work plan for 2020 is to complete design work coming from recommendations from the assessment of this asset with future years seeing the construction phases of the project.

**NOTE:**

Class A (more defined) estimates will be available after the design phase is complete. The current figures noted for 2021 and 2022 are Class D estimates, based on historical installation costs for work of this nature, and could be subject to change for future budgets.

### Operational Impact

Creating redundancy for the force main will reduce the likelihood of spills due to breaks in the force main and will allow for repairs or replacement to be completed when necessary.



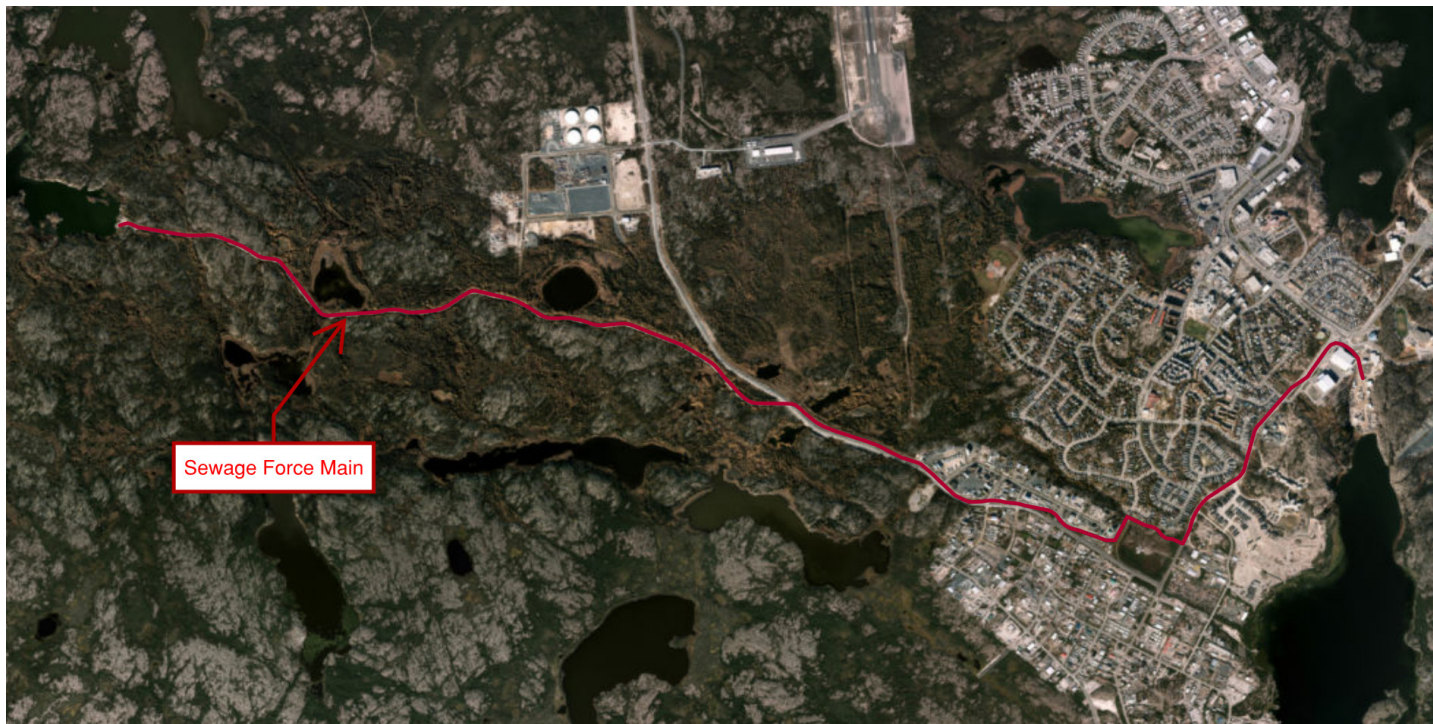


**Department** PW Public Works & Engineering  
**Project** 93308570 Sewage Force Main Upgrades

**Division** Water & Sewer

### Gallery

Gallery 1



## CAPITAL FUND - 2020 Capital Projects

**Department** PW Public Works & Engineering  
**Project** 93308570 Sewage Force Main Upgrades

**Division** Water & Sewer

### Gallery

*Gallery 2*



## CAPITAL FUND - 2020 Capital Projects

**Department** PW Public Works & Engineering  
**Project** WS0002 Submarine Drinking Water Line Replacement  
**Division** Water & Sewer

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>			
	1,000,000	1,000,000	1,000,000
<b>Total Expenditures</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Funding</b>			
Formula Funding		250,000	250,000
Other Grants	750,000	750,000	750,000
Community Public Infrastructure Funding	250,000		
<b>Total Funding</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

### Description

#### Purpose

To replace the original submarine drink water supply line from Pumphouse #2 at the Yellowknife River, to Pumphouse #1 and the Water Treatment Plant.

#### Background

Currently the City obtains its drinking water from the Yellowknife River through an eight kilometre submarine pipeline that carries water from Pumphouse #2 at the river, through Yellowknife Bay, to the City's Water Treatment Plant. The submarine pipeline is reaching the end of its useful life, and needs to be replaced. Due to the presence of Giant Mine, and the contamination on site, the City was required to evaluate two source options for potable drinking water.

From 2009 to 2011, the City of Yellowknife completed several tasks related to source water selection during design of the City's Water Treatment Plant (WTP):

- Evaluation of water source alternatives, including decision modeling and life cycle costs (as part of the Water Treatment Plant Preliminary Design Report, May 2009)
- Literature review to assess the extent of arsenic in Yellowknife Bay water and sediments (Technical Memorandum, May 5, 2010)
- Water and soil sampling at four locations around the Pumphouse #1 intake (August 2010)
- Monte Carlo (statistical) modeling of arsenic in Yellowknife Bay water (Technical Memorandum, December 2, 2010)



## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	WS0002 Submarine Drinking Water Line Replacement		

-Water source selection summary and recommendation (Letter, February 25, 2011)

Following public consultation in 2011, the City decided to continue using the Yellowknife River source with emergency supply from the Bay, with the understanding that the issue would need to be revisited before the pipeline reached the end of its lifespan, which was estimated to occur around 2020.

In 2017, the City undertook a study to provide an updated recommendation based on new arsenic data and current cost information. The options were evaluated using a decision matrix model to provide City Council with the information necessary to make a decision on potable water source selection. The study was completed and the recommendation was to retain the Yellowknife River location as the City's water source. A separate review of the study by a third party engineering firm was completed in 2018, and they concurred that the Yellowknife River should remain the water source.

Funding was received in 2019 through the Disaster Mitigation and Adaptation Fund (DMAF), a federal funding program that will cover up to \$25.8 million of the project costs, which is 75% of total budget costs. City Council provided approval via Motion #0123-19 on May 13, 2019 to move forward with the Yellowknife River as the City's primary water source, enter into a contribution agreement with Canada for DMAF funding, and to seek additional funding sources for the City's 25% obligation. City Staff are pursuing additional funding options for the remaining \$8.6 million or 25% of total project costs.

The detailed design and regulatory processes are anticipated to occur from 2020 through 2022, with tentative construction to occur during the winter of 2023/2024. This schedule is subject to change.

### Gallery 1: Tentative Project Schedule

#### Operational Impact

The asset has passed the end of its useful life. Failure of the pipeline will require the City to draw directly from Yellowknife Bay with no treatment for arsenic.



## CAPITAL FUND - 2020 Capital Projects

**Department** PW Public Works & Engineering      **Division** Water & Sewer  
**Project** WS0002 Submarine Drinking Water Line Replacement

### Gallery

Gallery 1

1	Budget	Tentative Project Schedule
2020	\$1,000,000	Preliminary Engineering & Regulatory Work Water Line Design for Water Licence Renewal
2021	\$1,000,000	Detailed Design Water Line, Pump House Upgrades
2022	\$1,000,000	Permitting Project Staging and Preparation
2023/2024	\$30,982,958.00	Construction (Winter of 2023/2024)
2024/2025	\$500,000	Post Construction Activities

## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Parks & Trails  
 Project 53048571 Tommy Forrest Ball Park Upgrades

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>	200,000		
<i>Funding</i>			
Other Grants	140,000		
Community Public Infrastructure Funding	60,000		
Total Funding	200,000		

### Description

#### Purpose

To partner with the Yellowknife Men's Fastball Association for the continued development of the Tommy Forrest Ball Park.

#### Background

Following a presentation from the Yellowknife Men's Fastball Association in 2017, Council established a partnership with the Association for the continued development of the Tommy Forrest Ball Park as a community park.

In Budget 2018, Council allocated \$80,000 to the project in each of 2018, 2019, and 2020, contingent upon the Association contributing \$140,000 each year. The funding will help develop amenities that include a playground, protective screening, historic display, proper field drainage, and bleachers.

In 2019 the following projects were completed:

- New umpire/bathroom building
- New park/play area
- Picnic table area
- Protective screening



## CAPITAL FUND - 2020 Capital Projects

<b>Department</b>	CS Community Services	<b>Division</b>	Parks & Trails
<b>Project</b>	53048571 Tommy Forrest Ball Park Upgrades		

The following projects are slated for 2020:

- development of a historical display
- addition of horse shoe pits
- development of dog agility area
- additional green space to be added

There are no direct financial benefits for the City under this partnership, however it will provide an opportunity for the Association to further develop the sport in Yellowknife and provide the opportunity to explore Sport Tourism by seeking out regional and national events.

### Operational Impact

There are no anticipated operational costs associated with this partnership arrangement.

## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Roads & Sidewalks  
Project 73807811 Traffic Light Upgrades

		Budget		
		2020	2021	2022
		\$	\$	\$
<i>Expenditures</i>				
		90,000	90,000	90,000
	<i>Total Expenditures</i>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>
<i>Funding</i>				
	Formula Funding			90,000
	Community Public Infrastructure Funding	90,000	90,000	
	<i>Total Funding</i>	<u>90,000</u>	<u>90,000</u>	<u>90,000</u>

### Description

#### Purpose

To improve traffic lights at signalized intersections by introducing technology that makes the intersections safer for vehicular and pedestrian traffic.

#### Background

There are nineteen intersections which rely on traffic lights for reliable vehicular flow. In recent years, the City has installed equipment that uses different technologies to aid in traffic flow. These technologies include video detection and countdown pedestrian timers.

The video detection equipment (Gallery 1) 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 will require four cameras, one for each direction of traffic. Intersections along Franklin Avenue in the downtown core use vehicle detection for cross streets only, which will require the installation of only two cameras per intersection. Additional cameras will be installed along Franklin Avenue for data collection.

In 2017 when new traffic lights were installed at the intersection of Finlayson Drive and Kam Lake Road, countdown pedestrian timers were included in the installation. This equipment uses the typical pedestrian crossing signals alongside a numerical countdown that ends when the light turns yellow (Gallery 2). The use of this type of signal allows pedestrians to know how much time they have to cross the intersection.



**Department** PW Public Works & Engineering  
**Project** 73807611 Traffic Light Upgrades

**Division** Roads & Sidewalks

See Gallery 3 for anticipated remaining investments, not in any order of priority.

This project has been ongoing since 2013 in order to improve vehicle detection at intersections with traffic lights. To date, video detection equipment has been installed at ten intersections and countdown timers at 5 intersections. It has been the City's goal to install video detection equipment at two intersections per year. Public Works recommends continuing with this project in order to improve the overall flow of traffic in Yellowknife.

### Operational Impact

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

## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Roads & Sidewalks
Project	73807811 Traffic Light Upgrades		

### Gallery

*Gallery 1*



**Department** PW Public Works & Engineering  
**Project** 73807611 Traffic Light Upgrades

**Division** Roads & Sidewalks

### Gallery

*Gallery 2*





## CAPITAL FUND - 2020 Capital Projects

<b>Department</b>	PW Public Works & Engineering	<b>Division</b>	Roads & Sidewalks
<b>Project</b>	73807611 Traffic Light Upgrades		

### Gallery

Gallery 3

Intersection	Estimate
48 Street	\$25,000.00
49 Street	\$25,000.00
50 Street	\$25,000.00
51 Street	\$25,000.00
52 Street	\$25,000.00
53 Street	\$25,000.00
54 Street	\$25,000.00
Byrne Road	\$60,000.00
Range Lake Road	\$60,000.00
<b>Total Estimate:</b>	<b>\$295,000.00</b>



## CAPITAL FUND - 2020 Capital Projects

Department CS Community Services Division Parks & Trails  
Project 53238571 Trail Enhancement and Connectivity

Budget			
	2020	2021	2022
	\$	\$	\$
<b>Expenditures</b>	<b>450,000</b>		
<b>Funding</b>			
Other Grants	117,000		
Community Public Infrastructure Funding	333,000		
<b>Total Funding</b>	<b>450,000</b>		

### Description

#### Purpose

To develop trail connectivity on the McMahon Frame Lake Trail by extending the multi-use trail behind the new hospital to connect to the existing paved portion of the trail and to the trail leading to the underpass adjacent to Staples.

#### Background

As indicated in the 2018 Capital budget, the Trail Enhancement and Connectivity Strategy was developed in cooperation with the Transportation Issues Committee of Ecology North. Following a public consultation process, the Trail Enhancement and Connectivity Strategy was adopted by Council in the latter part of 2018. To increase options for active transportation the Strategy identified the need to provide connectivity of the McMahon Frame Lake Trail with a trail with striping to reduce conflicts and improve signage and lighting.

There is currently a nature trail in existence in this area however it has been adjusted to allow for the new hospital. Also in close proximity to the new trail alignment is the potential of a new Arctic Indigenous Wellness Foundation development. This project needs to be done in respect of, and in collaboration with land use options being considered for Commissioner's lands for health care, healing, wellness and reconciliation. Should this be the location of a future Indigenous Healing and Wellness development, careful planning must be undertaken to ensure optimal and appropriate access.

The City has made a funding request through the Trans Canada Trail Program, since renamed The Great Trail. Funding has been granted in the amount of \$117,000 specifically for the purpose of developing this trail connection.

## CAPITAL FUND - 2020 Capital Projects

Department	CS Community Services	Division	Parks & Trails
Project	53238571 Trail Enhancement and Connectivity		

### Operational Impact

Maintenance of this trail connection will be a year-round process. Snow and ice maintenance is carried out via mechanical means on a priority basis as this trail is heavily used by commuters on a daily basis. The addition of approximately 500 meters of multi-use trail will increase the time that staff allocates to these duties. It is anticipated the added cost will be approximately \$8,700, commencing in 2021.



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Water & Sewer  
 Project 96158570 Water & Sewer Infrastructure Replacement

Budget			
	2020	2021	2022
	\$	\$	\$
<i>Expenditures</i>			
	3,650,000	3,650,000	4,590,000
<i>Total Expenditures</i>	<b>3,650,000</b>	<b>3,650,000</b>	<b>4,590,000</b>
<i>Funding</i>			
Gas Tax Rebate	830,000	3,650,000	2,751,000
Community Public Infrastructure Funding			1,839,000
User Fees	2,820,000		
<i>Total Funding</i>	<b>3,650,000</b>	<b>3,650,000</b>	<b>4,590,000</b>

### Description

#### Purpose

To replace failing underground water and/or sewer infrastructure (Gallery 1) 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. Pumphouse #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 entire sections of the city's piped system failing. 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, 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 any pipe installation.

The following are currently included in the annual Water & Sewer Infrastructure Replacement plans:

- Replacement of failed or compromised sewer mains
- Replacement of concrete sewer manholes
- Replacement of failed or compromised water mains
- Replacement of in-line hydrants, valves with hydrants and valves located in insulated concrete vaults with manhole access

## CAPITAL FUND - 2020 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	96158570 Water & Sewer Infrastructure Replacement		

- 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

Considerations when determining areas of reconstruction include:

- Condition and age of asset
- Recurring maintenance costs
- Priority level of roadway
- Number of impacted residents and services

Gallery 2 shows the 2020 to 2022 work plan. Gallery 3 shows the 2020 planned water, sewer and paving upgrades.

### Operational Impact

Aging infrastructure has an operational cost of between two and four percent of replacement costs. Replacing this infrastructure will allow the department to focus operational and maintenance activities in other areas of the water and sewer systems.

This project is consistent with good asset management principles.



<b>Department</b>	PW Public Works & Engineering	<b>Division</b>	Water & Sewer
<b>Project</b>	96158570 Water & Sewer Infrastructure Replacement		

### Gallery

*Gallery 1*



## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering Division Water & Sewer  
Project 96156570 Water & Sewer Infrastructure Replacement

### Gallery

Gallery 2

Year	Street
2020	54 Avenue (49 St. to School Draw Ave.)
	Dagenais Drive (Daniels Ct. to Finlayson Drive North) - Paving
2021	Hordal Road (Phase 1)
	54 Avenue (49 St. to School Draw Ave.) - Paving
2022	Hordal Road (Phase 2)
	Hordal Road (Phase 1) - Paving





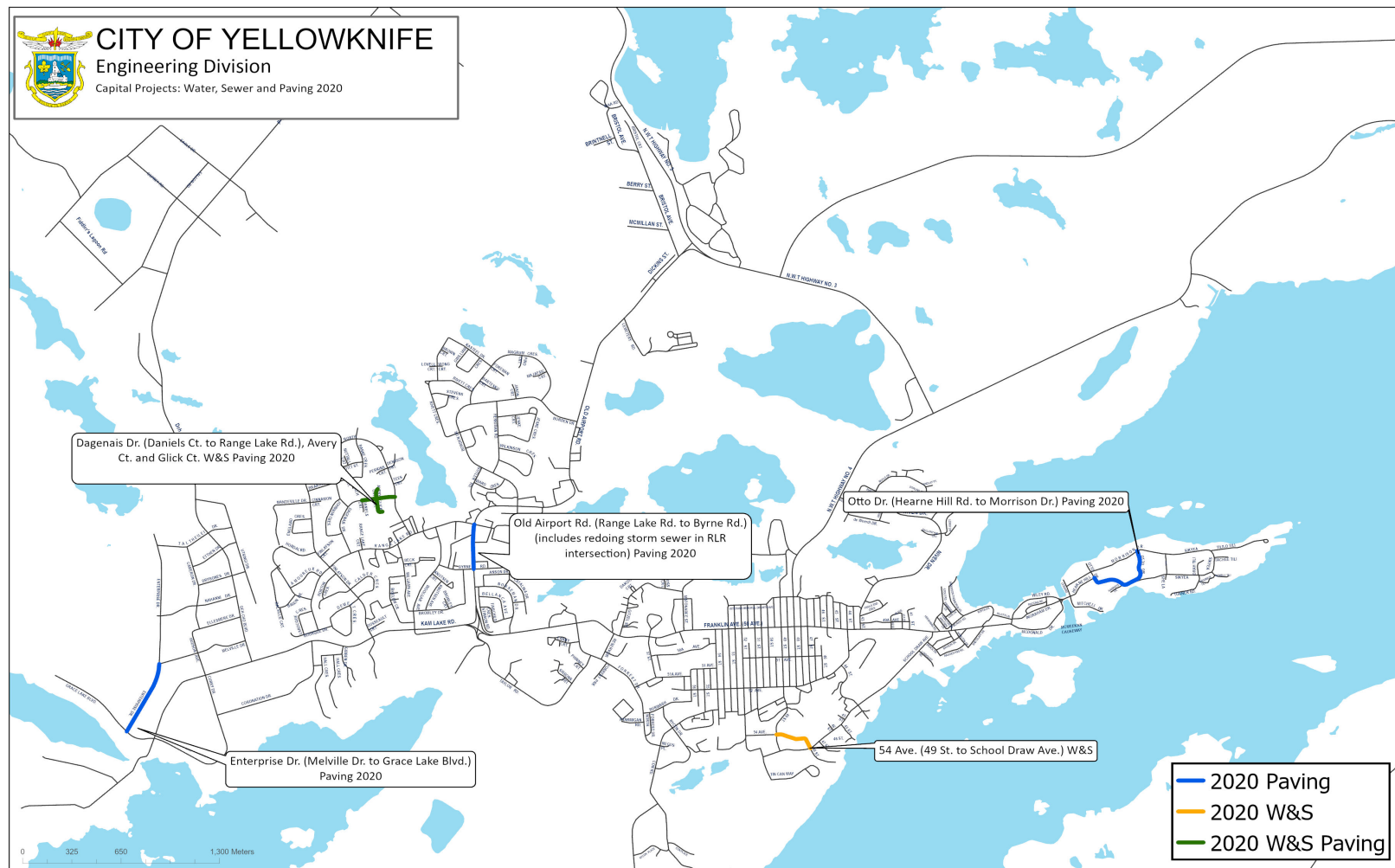
## CAPITAL FUND - 2020 Capital Projects

Department PW Public Works & Engineering  
Project 96156570 Water & Sewer Infrastructure Replacement

Division Water & Sewer

### Gallery

Gallery 3





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## CAPITAL FUND - 2021 Capital Projects

Capital Projects	2021 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Other Grants (\$000's)	Community Public Infrastructure (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	Major Community Facility Reserve (\$000's)	User Fees (\$000's)	Land Fund (\$000's)	Debt Financing (\$000's)
Accessibility Implementation	581	(270)	-	-	(311)	-	-	-	-	-	-
Aquatic Centre	28,830	(5,990)	-	(8,150)	-	-	-	(690)	-	-	(14,000)
Art & Culture Master Plan	75	(75)	-	-	-	-	-	-	-	-	-
Asset Management	255	(255)	-	-	-	-	-	-	-	-	-
Backup Power Liftstation Generator Installation	350	-	(56)	-	(294)	-	-	-	-	-	-
Columbarium	150	-	-	-	(150)	-	-	-	-	-	-
Community Energy Plan Projects	2,620	(120)	(2,500)	-	-	-	-	-	-	-	-
Firehall Bathroom Expansion	185	(185)	-	-	-	-	-	-	-	-	-
Fleet Management	1,335	-	-	-	-	-	(1,335)	-	-	-	-
Information Technology Infrastructure Renewal	336	-	-	-	-	(336)	-	-	-	-	-
Lagoon Sludge Removal	2,000	-	-	(1,500)	-	-	-	-	(500)	-	-
Land Fund Capital Projects	2,000	-	-	-	-	-	-	-	-	(2,000)	-
Multiplex Iceplant Upgrade	170	(170)	-	-	-	-	-	-	-	-	-
New Landfill Cell Design	350	(100)	(250)	-	-	-	-	-	-	-	-
Paving Program	3,550	-	(3,550)	-	-	-	-	-	-	-	-
Pump Replacement Program	100	-	-	-	(100)	-	-	-	-	-	-
Range Lake Trail Upgrade	210	-	-	(80)	(130)	-	-	-	-	-	-
RIMP Building Structural Assessment	75	(75)	-	-	-	-	-	-	-	-	-
Sewage Force Main Upgrades	4,175	-	-	-	(1,788)	-	-	-	(2,387)	-	-
Submarine Drinking Water Line Replacement	1,000	(250)	-	(750)	-	-	-	-	-	-	-
Traffic Light Upgrades	90	-	-	-	(90)	-	-	-	-	-	-
Water & Sewer Infrastructure Replacement	3,650	-	(3,650)	-	-	-	-	-	-	-	-
Website Upgrade	50	-	-	-	-	(50)	-	-	-	-	-
Wireless Infrastructure	75	-	-	-	-	(75)	-	-	-	-	-
	52,212	(7,490)	(10,006)	(10,480)	(2,863)	(461)	(1,335)	(690)	(2,887)	(2,000)	(14,000)

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## CAPITAL FUND - 2022 Capital Projects

Capital Projects	2022 Budget (\$000's)	Formula Funding (\$000's)	Gas Tax Rebate (\$000's)	Other Grants (\$000's)	Community Public Infrastructure Funding (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	Land Fund (\$000's)	User Fees (\$000's)
Accessibility Implementation	567	(487)	-	(80)	-	-	-	-	-
Aquatic Centre	9,610	(7,235)	-	(2,375)	-	-	-	-	-
Asset Management	280	-	-	-	-	(280)	-	-	-
Community Energy Plan Projects	120	(120)	-	-	-	-	-	-	-
Fleet Management	1,300	-	-	-	-	-	(1,300)	-	-
Information Technology Infrastructure Renewal	350	-	-	-	-	(350)	-	-	-
Lagoon Sludge Removal	2,000	-	-	(1,500)	-	-	-	-	(500)
Land Fund Capital Projects	2,000	-	-	-	-	-	-	(2,000)	-
Paving Program	2,760	-	(2,760)	-	-	-	-	-	-
Pump Replacement Program	100	-	-	-	-	-	-	-	(100)
SCBA Compressor and Fill Station	80	(80)	-	-	-	-	-	-	-
Sewage Force Main Upgrades	4,220	(686)	-	-	(1,024)	-	-	-	(2,510)
Submarine Drinking Water Line Replacement	1,000	(250)	-	(750)	-	-	-	-	-
Traffic Light Upgrades	90	(90)	-	-	-	-	-	-	-
Water & Sewer Infrastructure Replacement	4,590	-	(2,751)	-	(1,839)	-	-	-	-
	29,067	(8,948)	(5,511)	(4,705)	(2,863)	(630)	(1,300)	(2,000)	(3,110)

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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 is as follows:

Community Grant Reserve: Any annual unused grant funding will be transferred to this reserve for future use.

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. As well, the revenue from infrastructure replacement fee, charged per hour, rented of the City's facilities is transferred to this reserve annually.

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 was transferred to the Downtown Development Reserve annually to fund future projects that impact the downtown area. In 2013 and 2014, the transfer was capped at \$78,000. In 2015 and 2016,

the transfer was further increased by any increase in parking meter revenues from the new downtown parking meters. Starting in 2017, 25% of parking meter revenue is transferred to this reserve.

Heritage Reserve: Amounts approved by Council for future heritage project expenses are transferred to the Heritage Reserve.

Samuel Colley Library Donation Reserve: To provide for the purpose of improving the environment and the resources of the Yellowknife Public Library.

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). In 2018, Council Motion #0044-18 removed the 30% dedication of land sale revenue to this reserve.

## RESERVE FUND

Reserve Fund	2018 Actuals (000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (000's)	2021 Budget (000's)	2022 Budget (000's)	Note
<b>Downtown Development Reserve</b>							
Opening Balance	750	745	942	813	830	846	
(To) Capital Fund	-	-	(75)	-	-	-	(1)
(To) General Fund	-	(153)	(224)	(153)	(154)	(156)	(2)
From General Fund	169	150	150	150	150	150	
From Land Fund	23	20	20	20	20	20	
<b>Closing Balance</b>	<b>942</b>	<b>762</b>	<b>813</b>	<b>830</b>	<b>846</b>	<b>860</b>	
<b>Information Technology Reserve</b>							
Opening Balance	1,167	1,080	1,532	1,334	1,422	1,661	
(To) Capital Fund	(335)	(528)	(798)	(612)	(461)	(630)	
From Capital Fund	700	600	600	700	700	700	
<b>Closing Balance</b>	<b>1,532</b>	<b>1,152</b>	<b>1,334</b>	<b>1,422</b>	<b>1,661</b>	<b>1,731</b>	
<b>Mobile Equipment Replacement Reserve</b>							
Opening Balance	1,606	777	2,176	1,097	1,201	1,336	
(To) Capital Fund	(875)	(1,207)	(2,419)	(1,326)	(1,335)	(1,300)	
From Capital Fund	1,445	1,340	1,340	1,430	1,470	1,500	
<b>Closing Balance</b>	<b>2,176</b>	<b>910</b>	<b>1,097</b>	<b>1,201</b>	<b>1,336</b>	<b>1,536</b>	
<b>Major Community Facility Reserve</b>							
Opening Balance	2,977	3,057	3,070	3,150	810	210	
(To) Capital Fund	-	-	-	(2,430)	(690)	-	(3)
From General Fund	93	80	80	90	90	90	
<b>Closing Balance</b>	<b>3,070</b>	<b>3,137</b>	<b>3,150</b>	<b>810</b>	<b>210</b>	<b>300</b>	
<b>Heritage Reserve</b>							
Opening Balance	156	101	156	156	156	156	
<b>Closing Balance</b>	<b>156</b>	<b>101</b>	<b>156</b>	<b>156</b>	<b>156</b>	<b>156</b>	
<b>Samuel Colley Library Donation Reserve</b>							
Opening Balance	216	219	220	225	225	225	
From General Fund	4	-	5	-	-	-	
<b>Closing Balance</b>	<b>220</b>	<b>219</b>	<b>225</b>	<b>225</b>	<b>225</b>	<b>225</b>	



## RESERVE FUND

Reserve Fund	2018 Actuals (000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (000's)	2021 Budget (000's)	2022 Budget (000's)	Note
<b>Twin Pine Hill Trail Reserve</b>							
Opening Balance	189	1	-	1	1	1	
(To) Capital Fund	(189)	-	-	-	-	-	
From General Fund	-	-	1	-	-	-	
<b>Closing Balance</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>Revitalization Initiative Reserve</b>							
Opening Balance	2,379	2,415	2,416	2,416	2,416	2,416	
From Land Fund	37	-	-	-	-	-	
<b>Closing Balance</b>	<b>2,416</b>	<b>2,415</b>	<b>2,416</b>	<b>2,416</b>	<b>2,416</b>	<b>2,416</b>	
<b>Community Grant Reserve</b>							
Opening Balance	2	-	-	-	-	-	
From General Fund	(2)	-	-	-	-	-	
<b>Closing Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Reserves</b>	<b>10,512</b>	<b>8,697</b>	<b>9,192</b>	<b>7,061</b>	<b>6,851</b>	<b>7,225</b>	
<b>Reserve Opening Balance</b>	<b>9,442</b>	<b>8,395</b>	<b>10,512</b>	<b>9,191</b>	<b>9,490</b>	<b>7,540</b>	
Total Transfers	1,070	301	(1,321)	299	(1,950)	(316)	
<b>Reserve Closing Balance</b>	<b>10,512</b>	<b>8,696</b>	<b>9,191</b>	<b>9,490</b>	<b>7,540</b>	<b>7,224</b>	

**Note:**

- (1) Revitalization Strategy carryforward from 2018.
- (2) The Homelessness Employment Program and Social Issues.
- (3) To fund the Aquatic Centre.



## RESERVE FUND

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## LONG-TERM DEBT

	2018 Actual (\$000)	2019 Budget (\$000)	2019 Forecast (\$000)	2020 Budget (\$000)	2021 Budget (\$000)	2022 Budget (\$000)
<b>Outstanding Long-term Debt</b>						
Opening Balance	18,483	16,927	16,927	15,320	13,662	25,737
Capital Fund Debt Issued	-	-	-	-	14,000	-
Capital Fund Debt Repaid	(1,556)	(1,607)	(1,607)	(1,658)	(1,925)	(2,290)
Closing Balance	16,927	15,320	15,320	13,662	25,737	23,447
<b>Comprised of</b>						
General Capital	16,927	15,320	15,320	13,662	25,737	23,447
	16,927	15,320	15,320	13,662	25,737	23,447

## LONG-TERM DEBT

	2018 Actual (\$000)	2019 Budget (\$000)	2019 Forecast (\$000)	2020 Budget (\$000)	2021 Budget (\$000)	2022 Budget (\$000)
<b><u>General Capital</u></b>						
Water Treatment Plant \$20M authorized by By-law 4681 to finance the Water Treatment Plant, with monthly payment of \$139,060.93, including principal and interest at 3.098%	13,718	12,455	12,455	<b>11,154</b>	9,812	8,428
Water Treatment Plant \$3M authorized by By-law 4737 to finance the Water Treatment Plant, with monthly payment of \$21,754.22, including principal and interest at 3.708%	2,118	1,933	1,933	<b>1,740</b>	1,540	1,333
Water Treatment Plant \$839,000 authorized by By-law 4737 to finance the Water Treatment Plant, with monthly payment of \$6,198.00, including principal and interest at 3.981%	596	543	543	<b>489</b>	433	375
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.	495	389	389	<b>279</b>	166	50
Aquatic Centre \$14M for 20 years	-	-	-	-	13,786	13,261
	<b>16,927</b>	<b>15,320</b>	<b>15,320</b>	<b>13,662</b>	<b>25,737</b>	<b>23,447</b>



## LONG-TERM DEBT

### Principal Payments and Interest Expenditures

		2018 Actual (\$000)	2019 Budget (\$000)	2019 Forecast (\$000)	2020 Budget (\$000)	2021 Budget (\$000)	2022 Estimated (\$000)	2023 Estimated (\$000)	2024 Estimated (\$000)	2025 & Thereafter Projected (\$000)	Total From 2020 Onwards (\$000)
<b>General</b>											
Debenture#239 Refinancing	Principal	104	107	107	110	113	116	49	-	-	388
	Interest	15	12	12	9	6	3	-	-	-	18
		119	119	119	119	119	119	49	-	-	406
Water Treatment Plant \$20M	Principal	1,223	1,262	1,262	1,301	1,342	1,384	1,428	1,473	5,528	12,457
	Interest	443	405	405	365	324	282	238	193	301	1,703
		1,666	1,667	1,667	1,666	1,666	1,666	1,666	1,666	5,829	14,160
Water Treatment Plant \$3M	Principal	179	186	186	193	200	207	215	223	894	1,932
	Interest	82	75	75	68	61	53	46	37	62	327
		261	261	261	261	261	260	261	260	956	2,259
Water Treatment Plant \$0.839M	Principal	50	52	52	54	56	58	60	63	253	544
	Interest	25	23	23	21	18	16	14	11	19	99
		75	75	75	75	74	74	74	74	272	643
Submarine Intake Line \$7M											
	Principal	-	-	-	-	-	-	-	155	6,845	7,000
	Interest	-	-	-	-	-	-	-	87	1,615	1,702
		-	-	-	-	-	-	-	242	8,459	8,702
Aquatic Centre \$14M											
	Principal	-	-	-	-	214	525	541	558	12,161	14,000
	Interest	-	-	-	-	174	406	390	374	3,290	4,634
		-	-	-	-	388	931	931	932	15,451	18,634
<b>Total</b>											
	Principal	1,556	1,607	1,607	1,658	1,925	2,290	2,293	2,472	25,682	36,321
	Interest	565	515	515	463	583	760	688	702	5,287	8,483
		2,121	2,122	2,122	2,121	2,508	3,050	2,981	3,174	30,969	44,804

## LONG-TERM DEBT

### Legal Borrowing Limit

Year	Legal Limit (\$000's)	Debt Balance (\$000's)	Remaining Debt Balance (\$000's)	Debt Service Limit (\$000's)	Actual/ Forecasted Debt Service (\$000's)	Remaining Debt Service (\$000's)
2018	127,056	51,063	75,993	15,882	13,951	1,931
2019	155,536	42,291	113,245	19,442	11,037	8,405
2020	162,174	38,363	123,811	20,272	9,385	10,887
2021	176,474	50,175	126,299	22,059	10,389	11,670
2022	166,836	47,720	119,116	20,854	10,395	10,459

**Note:**

- (1) 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 31/2018, the utilisation of debt limit and debt service were 27.19% and 56.77% respectively.
- (2) It is based on the borrowing of \$14 million for Aquatic Centre in 2121.
- (3) Debt balance includes balances of long-term debts, financial commitments, and net liabilities.
- (4) Debt service includes payment of debts, commitments and guarantees, and liabilities in the following 12 months less deductibles.
- (5) The debt balance and debt service for 2020 to 2022 are projections only and are based on the assumption that the uncompleted capital contracts will be \$3 million annually.
- (6) The borrowing and debt servicing limits depend on the financial position of the City at the time of borrowing in terms of eligible revenues, financial commitments, committed and unfinished capital projects etc. So the City's actual borrowing capacity has to be finalized with MACA at the time of borrowing.
- (7) The debt balance included the debts related to local improvement costs in the Yellowknife Condominium Corporation No. 8 Mobile Home Park and Stage 2, Phase 7, Niven Lake Sub-division.



### 10-YEAR CAPITAL PLAN (2019 – 2028)

The 10-Year Capital Plan (“Plan”) reflects the capital expenditures that the City is forecasting for that period. The plan identifies the investments that will be required to maintain infrastructure, address environmental issues and deal with growth.

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 2020, 2021 and 2022 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document. 2023 – 2029 numbers are based on the best estimates of required future investments and anticipated funding levels.
- 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 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.

## 10-YEAR CAPITAL PLAN

There are three primary grant sources used for capital funding:

Funding	Source	Description
Formula Funding	GNWT	The City's population, property assessment values and inflation rate are used to calculate the City's community points relative to the total of all communities' points in the Northwest Territories (NWT). The community points are then used to determine the annual allocation amount to each community. It is estimated that the City will receive \$7.8 million annually over the course of this Plan.
Gas Tax Rebate	Federal Government	This long-term indexed funding is determined on a per capita basis. It is assumed that the City will receive \$5.5 million plus inflation annually for the next ten years.
Community Public Infrastructure Funding (CPI)	GNWT	This territorial funding is calculated using a base-plus approach. The City is allocated 2% of the total funding available – the base. The City's population and current replacement value of its public infrastructure are used to calculate its community points relative to the total of all communities' points in the NWT. The community points are then used to determine the balance of the CPI allocated to each community. It is estimated that the City will receive \$2.86 million annually for the next ten years.



## INFRASTRUCTURE INVESTMENT

Currently, the planned capital expenditures over the next 10 years total \$246.7 million. The City is striving to maintain a sustainable investment in infrastructure. Over the next five years, the planned capital expenditures are about \$171 million. It is projected that a capital reserve of approximately \$19.3 million will be in place by

2029 for unexpected/unbudgeted emergencies such as major breakdown, early wear and tear and accidents. These estimations are based on current assets data which may be changed once the Asset Management Plan is adopted by Council and capital asset data are updated.

10-YEAR CAPITAL PLAN	2020 TO 2022 Budget											2020 to 2029	
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10 Year Total
Planned Expenditures (\$000):													
General Government	1,077	848	912	716	630	1,075	1,030	970	690	690	690	690	8,093
Others	505	320	300	255	280	475	430	370	90	90	90	90	2,470
IT Reserve	572	528	612	461	350	600	600	600	600	600	600	600	5,623
Public Safety	581	405	432	185	80	400	400	400	400	400	400	400	3,497
Safety/Safety Equipment	125	355	312	185	80								577
Firehall	456	50	120										120
Community Services	1,115	2,954	12,270	30,091	10,177	4,193	2,500	2,504	2,504	800	800	800	66,638
Arenas	160												0
RIMP	120												0
Aquatic Centre	75	1,750	9,610	28,830	9,610								48,050
Outdoor Recreation Facility						3,393	1,700	1,704	1,704				8,500
Parks/ Trails	420	245	737	210									947
Community Services Others	340	959	1,923	1,051	567	800	800	800	800	800	800	800	9,141
Public Works	21,073	11,967	10,566	19,220	16,180	25,570	32,513	12,080	11,650	11,740	11,770	11,820	163,109
Water & Sewer Capital Replacement	13,691	3,840	3,650	3,650	4,590	3,500	3,500	3,500	3,500	3,500	3,500	3,500	36,390
Other Water & Sewer Projects		3,045	700	6,625	6,320	700	700	700	700	700	700	700	18,545
Submarine Intake Line			1,000	1,000	1,000	10,000	20,983	500					34,483
Liftstation Upgrades						300	300	300	300	300	300	300	2,100
Public Transit		50											0
Roads & Sidewalks	5,005	3,255	3,770	3,640	2,850	4,500	4,500	4,500	4,500	4,500	4,500	4,500	41,760
Solid Waste Management	850	100				440	440	440	440	440	440	440	3,080
Construction of New Cell				350		4,000							4,350
Community Energy Plan	400	470	120	2,620	120	500	500	500	500	500	500	500	6,360
Fleet Management	1,127	1,207	1,326	1,335	1,300	1,630	1,590	1,640	1,710	1,800	1,830	1,880	16,041
Planning and Development	100	25	75			750	750	750	750	750	750	750	5,325
Total	23,946	16,199	24,255	50,212	27,067	31,988	37,193	16,704	15,994	14,380	14,410	14,460	246,662
Total Available	23,268	19,431	27,697	47,153	22,419	25,041	40,747	17,698	18,044	17,215	18,321	19,667	254,003
Surplus(Deficit)	(678)	3,232	3,442	(3,061)	(4,648)	(6,947)	3,554	994	2,051	2,835	3,911	5,207	
Closing balance	8,700	11,932	15,374	12,314	7,665	719	4,273	5,267	7,318	10,154	14,064	19,271	

### Assumptions:

- (1) Annual transfers of \$1.7 million from the General Fund, effective 2022.
- (2) Aquatic Centre costs of \$49.875 million, partially funded by borrowing \$14 million for 20 years at 3% in 2021. Its estimated annual net operating cost of \$3.2 million has not been reflected in the budget.
- (3) Submarine Intake Line costs of \$34.5 million, partially funded by borrowing \$7 million for 15 years at 3% in 2024. If alternative funding is secured, this amount will be reduced.



## 10-YEAR CAPITAL PLAN

### MAJOR CAPITAL PROJECTS

#### General Government

Currently the planned investment in Information Technology infrastructure totals \$5.6 million over the next ten years. This reflects regular, incremental expenditures to ensure the infrastructure continues to meet the increasing demands being placed on it.

#### 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 2019, the City conducted a Fire Hall Study to assess the building's capacity relative to current requirements. Once the study is finalized, the City will be able to plan for its future needs and allocate capital resources accordingly.

The planned expenditures over the next ten years on safety equipment and the Fire Hall total about \$3.5 million.

#### Community Services

The Ruth Inch Memorial Pool is reaching the end of its lifespan and the City is considering the development of an Aquatic Centre. In February 2018, Council established the Aquatic Centre Advisory Committee (ACAC) to assist the City in an advisory capacity regarding the development of an Aquatic Centre. Its role was to provide direct input through the community consultation process and to build consensus within the community on the current and future needs of the community relating to the development of an Aquatic Centre. These efforts contributed to the Pre-Design report that reflects what this facility could look like and the features and services it could provide. This report was presented to Council in

October of 2018, and identified an expected price tag of \$49.8 million for the facility. Funding was allocated in 2019 to secure the services of an architectural and engineering firm to complete the detailed facility design and develop more specific cost estimates, with a view to allocating additional resources from 2020 through 2022 for construction.

During the development of the Aquatic Centre, the Ruth Inch Memorial Pool (RIMP) will remain in full operation. At the conclusion of the construction, aquatic operations at RIMP will cease. This will present a potential opportunity to repurpose the facility into a use other than a pool but one that still serves the needs of the community. The cost for this has yet to be determined and will be based on the final end use of the facility. The City will allocate resources to conduct an assessment of the building structure in 2020.

The recent Accessibility Audit identified a number of barriers in City facilities, and established a ten-year plan to address them with a total cost of approximately \$5 million. The Implementation Plan accepted by Council recommends a phased approach that resolves the most significant issues first.

In total the planned expenditures for municipal facilities, including parks and trails, total \$66.6 million over the next ten years.

As well, a new library to address the growing need for additional capacity is also projected but not yet funded. The anticipated cost for a new library is still being worked out; however it could potentially be offset by between \$2 million and \$3 million by selling the existing library space.



### Public Works

The replacement of deteriorated corrugated metal sewer pipes (CMP) first began in 1984. Under the current Ten-Year Capital Plan, this project was completed in 2018. While this will specifically address the CMP; the City is also planning further work to replace other aging underground water and sewer infrastructure. Over the next ten years the City will invest \$36.4 million in this area.

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 quality water. 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, which will be repaid by 2028.

The City draws its water from the Yellowknife River via an underwater pipeline, which runs about eight kilometers between Pumphouse #2 at the Yellowknife River and Pumphouse #1 on 48th Street. The pipeline has reached the end of its useful life, and work has begun to replace it at an anticipated cost of \$34.5 million. The City has secured \$25.8 million from the Disaster Mitigation and Adaptation Fund towards the project, and is continuing to seek additional funding for the balance of the cost.

Historically, a majority of the road rehabilitation program was financed by long-term borrowing (debentures). In 2005, however, the City decided to reduce its reliance on long-term borrowing. As a result, the timely rehabilitation of existing roads and sidewalks was deferred. The City will use Gas Tax and Formula Funding (GNWT) to finance the costs of road rehabilitation and over the next ten years the City plans to invest more than \$41.8 million in this effort. Some road rehabilitation is also accomplished at the same time as the

Water and Sewer Infrastructure Replacement Program, using funds from that program.

The mobile equipment fleet has a replacement value of \$16.4 million and must be properly maintained to meet the service levels expected by residents. Over the next ten years, the City has budgeted \$16 million for fleet management.

### Solid Waste Management

Landfill Expansion – The current cell of the landfill will be at capacity in the near future. In 2017 the City moved the majority of its operations to a new cell which 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 2023, at an estimated cost of \$4 million.

Over the next ten years the City will continue implementation of the Strategic Waste Management Plan developed in 2018. This plan will help the City work towards the recommended goal of reducing waste generation from the current estimate of between 1,200 and 2,000 kilograms per capita to 500 kilograms per capita by 2030.

The planned expenditures over the next ten years are \$3 million for maintaining the Solid Waste Facility and replacement of equipment.

Council has adopted a Community Energy Plan (CEP) to support the community in its efforts to reduce emissions and to ensure that the City leads by example. It provides a framework for reducing the cost of energy use within both City operations and the community. The City completed the five milestones of original Plan and in 2017 updated the Plan for an additional 10-year period. The updated plan

## 10-YEAR CAPITAL PLAN

sets out ambitious targets on both the Corporate and Community side with respect to GHG emission reductions and renewable energy use. The City is planning to spend \$6.4 million over the next ten years on CEP initiatives.

### Planning and Development

The Community Plan renewal is anticipated to be completed in 2019. The Plan sets out the City's community planning goals, policies, regulations, growth assumptions and ways to accommodate and spur the type growth stakeholders desire. It will establish long-term land use goals for the community and form the basis for future land acquisition from the Territorial Government. The focus on downtown revitalization will impact changes to the Development Incentive By-law, with proposed amendments in 2020.

The planned expenditures in this area over the next ten years total \$5.3 million. Any additional resources obtained from other orders of government for related projects will be used to augment this spending.

### FINANCING CAPITAL PROJECTS

The City uses GNWT formula funding, government grants, property taxes, water and sewer fees and levies to fund capital projects and reserve funds. Currently, part of the property tax revenue is used for debt servicing costs. The City's Ten-Year Capital Plan has identified that a transfer of \$1.7 million per year is required to support a sustainable capital investment strategy, in addition to 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 City Hall, Library renovations and potentially the Aquatic Centre. In 2020 and 2021, the City is planning to use \$3.12 million from MCFR to fund the Aquatic Centre. 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 should be a Capital Reserve in place to meet demand arising from emergency and/or unbudgeted events. The reserve will be about \$19.3 million to be accumulated over the next ten years.

### LONG-TERM DEBT

In 2013 the City borrowed \$23.9 million, repayable over 15 years, to finance the Water Treatment Plant. This enabled it to dedicate the Gas Tax funding to accelerate other capital projects and to complete the CMP program by 2018.

The City is planning to borrow \$7 million to finance the replacement of the submarine intake line and another \$14 million will be required if Council and the public decide to build the aquatic centre.

It is anticipated that the City's long-term debt will decrease from \$16.9 million in 2018 to \$15.3 million by the end of 2019. However, if the City borrows \$14 million in 2021 for the proposed Aquatic Centre and \$7 million in 2024 for the submarine intake line, its annual debt servicing cost will climb from \$2.1 million in 2019 and 2020, to \$2.5 million in 2021, and \$3.2 million in 2024.



Both debt and debt servicing are within the legal limits and have been included in the Ten-Year Capital Plan.

The City has been trying to secure other sources of funding to reduce our debt burden and will continue to do so. In 2019, the City has successfully secured \$25.9 million of Disaster Mitigation and Adaptation Fund to finance the submarine intake line.

### SUMMARY

Over the next ten years, the City's planned annual capital expenditures will average \$24.6 million.

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