



2021 Our Yellowknife Budget



Programs • Services • Capital Improvement 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

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:

A/Director of Planning & Development:

Sheila Bassi-Kellett

Sharolynn Woodward

Kerry Thistle

Chris Greencorn

Grant White

Jennifer Hunt-Poitras

Greg Littlefair

City Auditors:

Crowe MacKay LLP

City Bankers:

TD Canada Trust



CITY OF YELLOWKNIFE

PREPARED BY THE CITY OF YELLOWKNIFE

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Photo by: Martin Male

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The City of Yellowknife working for you!

Perched along the northern arm of Great Slave Lake, the City of Yellowknife is located on Chief Drygeese traditional territory of the Yellowknives Dene. We are an active, eclectic and inclusive community, home to over 21,000 residents. As the capital city of the Northwest Territories, we are a crossroads for people from across the NWT and work hard to 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.

COVID-19 – Adapt and be Resilient

Preparing Budget 2021 has presented more of a challenge than ever as the City prioritizes and adapts to the impacts made by the Covid-19 pandemic. The last few months have taken everyone and every activity into unprecedented territory. Health and safety have always been important for the City of Yellowknife, but since the advent of COVID-19, the challenges to ensuring this for residents and staff have escalated to unparalleled levels and have impacted all City operations. Yet in the midst of this, the City of Yellowknife has maintained and delivered on its commitment to provide essential services to its citizens and businesses. When the pandemic hit, the City opted to focus on public safety, staff safety and the continuity of core essential programs and services.

At times like these, the work of providing critical services is more important than ever. In the face of these extraordinary challenges, City Administration has responded nimbly and demonstrated resilience and adaptability in ensuring programs and services continue to meet needs. Staff from across the organization have stepped up and found innovative ways to continue providing critical programs and services.

As we look ahead to 2021 and beyond, the focus will remain on safely delivering core municipal services: water and sewer, roads and

sidewalks, fire and ambulance. Barring a second or subsequent wave of COVID-19 and the need to revert to containment restrictions, the City will strive to continue reopening its facilities, resuming some of its other programs and services that contribute so much to the quality of life in Yellowknife, and explore creative recreation options that can ensure Yellowknifers stay safe. This will all be done within the parameters of the GNWT's Emerging Wisely and best practices for community health and safety.

At the best of times, the City's budgeting process is a delicate balancing act, and this year it's even more difficult. The final outcome of this balancing act is the Budget, which is one of Council's most important policy documents. This imminent promise of a return to some sense of normalcy – or what may be a “new normal” – adds another level of complexity to the City's financial management. COVID-19 has introduced added uncertainty around revenues and expenditures – in 2020 and heading into 2021 - and heightened awareness of the financial challenges facing many residents and businesses.

The revenue shortfalls we have faced as a result of COVID-19 have been significant, particularly from fees and charges which typically form approximately one third of our incoming resources. While the City has begun to see the magnitude of the lost revenues, it is not possible to predict the length and depth of these revenue losses into 2021. Budget 2021 reflects this through conservative revenue projections and limited expenditures where feasible, including proposed zero position growth in the City's public service.

Council Sets the Direction

The annual budget cycle continues to respond to Council's Goals and Objectives, and is based on a foundation of our legislative responsibilities and core business. Council's big picture direction forms and shapes the policy direction which flows into corporate planning and resource allocation which in turn informs the budget.

BUDGET MESSAGE

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

Budget 2021 weaves together strategies for progress towards these goals with plans for maintaining core services at the level that Yellowknifers 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 continued growth in external pressures, especially from a regulatory perspective. The City takes the safety of our staff and residents very seriously, particularly in these pandemic times, and willingly implements the increasingly rigorous safe work practises; however, these add time and cost to many routine activities. For example, the Giant Mine Remediation project promises to 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. Additionally, essential undertakings like renewal of the City's water license are being done within the most stringent regulations to date.

There are also ongoing citizen concerns with social issues, heightened in these times of physical distancing, particularly 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 0.26% larger than it was in 2020, 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 municipal funding gap. In 2014, the Government of the Northwest Territories identified and acknowledged that community governments are underfunded by a total of \$40 million. Of this \$40 million shortfall, the City of Yellowknife is underfunded by \$11 million annually, which significantly reduces the City's ability to deliver services, and build 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 Sustain Our Good 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.

Given impacts to our revenues as a result of COVID-19, the City will focus on maintaining our current staff complement. Program and service levels that Yellowknifers have come to expect happen because of the dedication of our hardworking employees. While there is demonstrated need for additional staff in some key areas, Administration has developed the draft Budget 2021 on the assumption of no new positions. Service levels may be impacted but in the volatile context of decreased and unpredictable revenue streams, the City will seek to manage within existing staff levels.

Infrastructure investment in 2021 is streamlined, enabling the City to focus on core and essential infrastructure, as well as the completion of carry over projects, as we prepare for the implementation of some significant multi-million dollar projects.

Top of mind for 2021 is advancing 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. Early in 2020, Council adjusted the process to carry out the design aspects for the design-builds for both a 52 metre and a 25 metre lap pool, to further inform the choice between the two. A decision on this is expected by early 2021, taking into account both construction and operating costs. Once the design and costs are confirmed, decisions will be made on proceeding.

The City is preparing for the replacement of the current submarine water intake line which reaches from the mouth of the Yellowknife River to the water treatment plant on the shore below Tin Can Hill.

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, 2021 will see ongoing design and preparation for this critical piece of infrastructure that ensures safe drinking water for area residents.

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. The City is formalizing its asset management processes in order to ensure that our buildings, roads, pipes, parks, trails, and technology are properly looked after to obtain maximum benefit from each investment.

Infrastructure investments proposed for 2021 will contribute to the quality of life we have come to expect in Yellowknife:

- Ongoing investment in implementation of the **accessibility audit** report recommendations;
- Funding for a study to examine the opportunities for the development of an **Arbour**, as part of the City's reconciliation plan;
- An allocation for the development of an **Arts and Culture Master plan** to directly address Objective 3.4 of Council's Goal #3 – Ensuring a high quality of life for all, including future generations;
- Money to complete construction of the second **Columbarium** in the Lakeview Cemetery;
- An investment to add **ammonia containment systems** at both the Multiplex and the YK Community Arena;

BUDGET MESSAGE

- Funding to replace end-of-life components of the City's **Emergency Radio Infrastructure** that provides essential voice communications services for emergency personnel, and Public Works and Community Services staff;
- Investment in **fire protection** including the acquisition of key pieces of equipment to improve firefighter safety and efficiency and minor capital renovations to the Firehall;
- The annual **fleet management** allocation from the Mobile Equipment Reserve Fund to continue replacing and redeploying fleet units according to the City's Fleet Management practices;
- An annual allocation for planned and incremental investment to renew the City's **IT infrastructure**;
- Funding to replace the failing control structures on **Trapper's Lake** to maintain compliance with the City's water license;
- An annual allocation to advance the **removal of sludge from the Fiddler's Lake** sewage lagoon;
- The use of land fund money to develop a **new subdivision plan** for the remaining lots in Niven Phase V and to plan for commercial/industrial lots in the Kam Lake area;
- The investment required to design a **second-generation landfill cell** at the Solid Waste Facility;
- The annual **Paving and Water and Sewer Program** allocations;
- Funding to evaluate the City's current standalone **Permitting software** implementation and determine whether or not it continues to be a workable solution for the organization;
- An investment to improve safety at **Pumphouse # 4**;

- An annual investment to continue to refurbish and replace amenities at the **City's playgrounds**;
- An investment to improve the condition of the Force **Main pipeline**, which transports sewage to the Fiddler's Lagoon treatment system.

Looking to the Future

As Council's most important annual policy document, Budget 2021 proposes plans that are designed to achieve Council's strategic objectives, while at the same time ensuring that core and essential services are delivered in a reliable, cost-effective manner. There is a tremendous amount of uncertainty this year, given the immediate and longer term impacts of COVID-19, and the City is continuing its prudent, planned and conservative approach to fiscal management that has served us so well to date. We are in this together. We are strong, we are Yellowknife.



Introduction

A Budget is Council's most important policy document. It 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.

The City's budget process is a year-round cycle, beginning in January with Administration's semi-annual update on Council's Goals and Objectives and the current Year's Work Plan priorities, and culminating in Council's approval of the final document in mid-December. This document is a financial plan that prescribes planned resource allocations for a future period.

The Cities, Towns, and Villages Act requires the City must adopt a balanced budget in advance of the fiscal year, which matches the calendar year.

Budget Concepts

The City's financial constructs and practices are consistent with municipal government best practices, and follow public sector accounting standards. Many of these are specific to the non-profit nature of the organization and the associated mandate for transparency. In particular, funds, reserves, tangible capital assets, and financial statements are important and interrelated components of the City's financial plans and position.

Funds

Many of the City's revenues are collected or obtained for specific purposes, and expenditures must be matched to those purposes. The City uses groups of accounts called funds to achieve this.

These following funds are currently in use:

General Fund: The General Fund is used for the provision of day-

to-day services such as fire, ambulance, parks, recreational facilities, transit, roads, and sidewalks. Typically, about 75% of the money needed to provide these services comes from property taxes, while user charges contribute most of the balance.

Capital Fund: The Capital Fund pays for major acquisitions that support the long-term delivery of programs and services. Most of the money in this fund comes from other orders of government.

Solid Waste Management Fund: The Solid Waste Management Fund covers the costs of handling the community's garbage. About one-third of its revenues come from the associated monthly charges on water bills, while two-thirds comes from tipping fees charged at the Solid Waste Facility.

Water and Sewer Fund: The Water and Sewer Fund is used to maintain and operate the infrastructure related to water distribution and sewage disposal. Almost all of its revenues come from monthly water bills.

Land Development Fund: The Land Development Fund supports the acquisition and development of land for resale; its revenues come from land sales and leases.

Service Connection Failure Assistance Fund: The Service Connection Failure Assistance Fund helps property owners pay for repairs to water and sewer lines between customer buildings and City mains. The money comes from fees collected on monthly water bills.

Reserves

The City maintains a number of reserves that enable it to set aside money for specific purposes, thus levelling its expenditures and avoiding the extreme peaks that could otherwise be associated with major initiatives. They are funded through all of the City's financial assets: cash on hand, accounts receivable, and land held for resale.

READER'S GUIDE

The City currently maintains the following reserves:

Information Technology Reserve: The Information Technology Reserve is used to maintain consistency in information technology infrastructure expenditures. Money is transferred into the reserve each year in anticipation of upcoming requirements, and information technology capital expenditures approved by Council are funded from the reserve.

Major Community Facility Reserve: The Major Community Facility Reserve is used to set aside money in anticipation of large future expenditures on City facilities. Money is transferred into the reserve each year, based on facility plans. As well, the revenue from the infrastructure replacement fee – introduced in 2011 and charged on all facility rentals – is transferred into the reserve on an annual basis. When the City undertakes the development of a significant facility – such as the proposed Aquatic Centre – it is partially funded by this reserve.

Mobile Equipment Replacement Reserve: The Mobile Equipment Replacement Reserve enables the City to level out the costs of renewing its mobile equipment. Money is transferred into the reserve each year in anticipation of the replacement requirements, and annual fleet replacements approved by Council are funded from the reserve.

Downtown Development Reserve: The Downtown Development Reserve was established by Council in 2002 to fund future projects that impact the downtown area. Currently, 25% of parking meter revenues are transferred to this fund each year.

Heritage Reserve: The Heritage Reserve is used to fund projects that recognize and celebrate Yellowknife's heritage. If there are unexpended funds in the Heritage Committee's operating budget allocation, they are transferred into this reserve for future use on projects approved by Council.

Samuel Colley Donation Reserve: The Samuel Colley Donation Reserve was established in 2003 by a donation from the estate

of Samuel Colley, and is used for the purpose of improving the environment and the resources of the Yellowknife Public Library.

Revitalization Initiative Reserve: The Revitalization Initiative Reserve was established by Council in 2016 to fund land assembly in support of revitalization initiatives within the Downtown, Old Town, Old Airport Road, and Kam Lake areas by transferring 30% of land sales into the fund. In 2018 Council discontinued the transfers.

Community Grant Reserve: Annual unused grant funding is transferred to this reserve for future use.

Tangible Capital Assets

The City has numerous facilities, buildings, and other infrastructure (e.g. roads and sidewalks), as well as equipment, that it uses in the provision of municipal services; these are referred to as tangible capital assets.

Each year, changes occur in these assets: new ones are acquired, existing ones are enhanced, and older ones may be retired. In addition, amortization – the equivalent of depreciation in the private sector – is recorded for all of them, with the exception of land.

Financial Statements

The City's financial statements report the results of the financial plan outlined in the budget by providing a point-in-time summary of the City's financial and physical assets and liabilities.

The City's budgets are cash-based so capital expenditures are expensed. However, the Canadian public sector accounting standards that govern the preparation of the financial statements require that assets be set up as tangible capital assets and amortized over time. These differences mean that a balanced budget – where overall revenues match overall expenditures – can lead to an increase in the City's net worth, reported in the financial statements as a surplus.



The difference between the City's assets and its liabilities is referred to as its accumulated surplus, or net worth. When the City's accumulated surplus is larger than it was the previous year, the financial statements consider that difference the surplus for that year. Most years the City records an annual surplus because investments in assets increase its net worth.

Organizational Structure

Yellowknife City Council is made up of one Mayor and eight Councillors who collectively represent the municipality at large. The Senior Administrative Officer is the link between Council and staff, where Council is responsible for governance and staff are responsible for operations.

Mayor and Council are elected for four year terms. At the beginning of the term they adopt goals and objectives to create a framework for their decision making.

City of Yellowknife staff are grouped into seven departments that reflect the overall nature of their responsibilities and contribution to the provision of City services and programs: Administration, Community Services, Corporate Services, Economic Development and Strategy, Planning and Development, Public Safety, and Public Works and Engineering. Each department, with the exception of Administration, is led by a Director, and these Directors report to the Senior Administrative Officer. Most departments are composed of multiple divisions to enable them to focus resources in specialized areas.

Definitions

Activity: A function that contributes to the specific services and programs provided by the organizational unit

Assessed Value: A value placed on property for the purpose of allocating property taxes

Budget: A financial plan that prescribes planned resource allocations for a future period, with a focus on where these resources come from and how they will be allocated to provide programs and services

Budget Policy: A clear and sustainable framework for prudent financial management of the City's resources

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 practice 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, the Cities, Towns and Villages Act stipulates that 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

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

READER'S GUIDE

Generally Accepted Accounting Practices (GAAP): The uniform minimum standards for financial accounting and recording

GNWT: The 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 for allocating property taxes among property owners. Each property is assigned a mill rate which is multiplied by the Assessed Value to determine the amount of property tax to be paid for that property

Object: A group of expenditures that is common across all organizational units

Capital Expenditure: An investment that acquires or improves a major asset that provides a benefit for more than one year, and requires an expenditure of \$50,000 or more

User Charges: Fees paid by the user of a specific service provided by the City, such as water and sewer services or access to recreational facilities



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 POLICY

- 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
Growing and diversifying our economy	Foster a robust and diversified tourism sector <ul style="list-style-type: none"> • Implement a governance structure for the DMO and visitors services that will be effective in attracting, serving and maximizing the economic benefits of tourists 	Maximize benefits from an expanded post-secondary institution <ul style="list-style-type: none"> • Continue to advocate for an expanded post-secondary institution in Yellowknife • Work with partners to maximize the community and economic development benefits from an expanded post-secondary institution in Yellowknife 	Refresh and implement a Yellowknife economic development strategy <ul style="list-style-type: none"> • Work with local residents, businesses, and community organizations to refresh and action an economic development strategy for the City

GOAL # 2	Objective 2.1	Objective 2.2	Objective 2.3
Delivering efficient and accountable government	Enhance long-term financial and asset management planning <ul style="list-style-type: none"> • Develop a long-term financial plan to ensure the fiscal sustainability and affordability of the City • Develop and resource an asset management plan to guide long-term decision-making 	Integrate a culture of continuous improvement into corporate culture <ul style="list-style-type: none"> • Invest in professional development for staff and Council • 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 • Develop and implement a plan for City staff retention and succession to manage program and operations impacts 	Confirm clear service level standards for key City programs and services <ul style="list-style-type: none"> • 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

GOAL # 3	Objective 3.1	Objective 3.2	Objective 3.3	Objective 3.4
Ensuring a high quality of life for all, including future generations	Prioritize adaption to, and mitigation of, climate change <ul style="list-style-type: none"> • 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 	Redefine Public Transit <ul style="list-style-type: none"> • Strengthen the service model to respond to user needs, and to attract new users to the system 	Work with partners to address pressing social issues <ul style="list-style-type: none"> • Work with partners to address public disturbances • Focus on bringing partners and funding to support the implementation of the City's 10-year plan to end homelessness 	Develop a City of Yellowknife Arts and Culture Master Plan <ul style="list-style-type: none"> • 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

GOAL # 4	Objective 4.1	Objective 4.2
Driving strategic land development and growth opportunities	Diversify development options <ul style="list-style-type: none"> • Develop policies and programs that incent local investment in the development of diverse housing stock, commercial, and industrial options 	Promote development across the City <ul style="list-style-type: none"> • Streamline the planning and building regimes to ensure greater consistency in requirements and clarity in fulfilling approval conditions • Work with the development community to design policies and plans that support the development or redevelopment of properties in the downtown

COUNCIL'S GOALS

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BUDGET SUMMARY

Summary -All Funds	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Taxation	30,762	31,387	31,330	32,196	35,747	36,255	
Government Grants	16,710	19,740	17,622	22,606	33,964	24,975	
User Charges	24,912	25,105	24,045	24,135	25,619	26,258	
Land Sales	3,190	2,306	1,250	2,492	2,607	2,224	
Investment Income	1,078	600	821	630	530	480	
Total Revenue	76,652	79,138	75,068	82,059	98,467	90,192	
Expenditures							
General Government	12,288	13,474	13,106	13,519	14,255	14,411	
Community Services	10,058	10,842	10,113	11,179	11,489	11,754	
Public Safety	8,260	8,760	10,813	8,754	9,115	9,333	
Planning & Development	1,504	1,699	1,547	1,770	1,890	1,959	
Public Works & Engineering	7,174	8,025	8,004	8,297	8,714	8,823	
Solid Waste Management Fund	2,984	2,801	2,799	2,989	3,091	3,169	
Water & Sewer Fund	7,049	8,161	7,920	8,034	8,303	8,538	
Service Connection Failure Assistance Fund	582	984	984	933	925	917	
Land Development Fund	150	404	298	892	1,124	1,289	
Capital Expenditures	11,163	19,012	18,224	15,501	36,204	36,138	
Amortization	15,377	14,943	14,242	15,558	15,849	15,738	
Carryforward Projects	-	3,009	-	3,503	-	-	
Total Expenditures	76,589	92,114	88,050	90,929	110,959	112,069	
Net Revenue (Expenditures)	63	(12,976)	(12,982)	(8,870)	(12,492)	(21,877)	
Debt							
Debture Proceeds	-	-	-	-	-	6,000	
Debture Interest	(515)	(463)	(435)	(409)	(354)	(360)	
Debt Principal Repayments	(1,606)	(1,658)	(1,658)	(1,711)	(1,765)	(1,890)	
Debt Total	(2,121)	(2,121)	(2,093)	(2,120)	(2,119)	3,750	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(2,058)	(15,097)	(15,075)	(10,990)	(14,611)	(18,127)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	15,535	14,943	14,242	15,558	15,849	15,738	
Change in Fund Balance	13,477	(154)	(833)	4,568	1,238	(2,389)	
Opening Balance	22,826	25,859	36,303	35,470	40,038	41,276	
Closing Balance	36,303	25,705	35,470	40,038	41,276	38,887	

BUDGET SUMMARY

Summary Budget by Object	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Expenditures (by Object)							
Operations & Maintenance	21,663	24,215	25,787	24,207	25,063	25,385	
Capital	11,163	19,012	18,224	15,501	36,204	36,138	
Carryforward Projects	-	3,009	-	3,503	-	-	
Grants	729	714	614	749	777	808	
Interest on Long-term Debt	515	463	435	409	354	360	
Wages & Benefits	27,495	29,537	28,605	30,239	31,662	32,431	
Land	150	404	298	892	1,124	1,289	
Valuation Allowance	170	280	280	280	280	280	
Amortization	15,219	14,943	14,242	15,558	15,849	15,738	
Total Expenditures	77,104	92,577	88,485	91,338	111,313	112,429	



BUDGET SUMMARY

Summary -Fund Balances	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000s)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Operating Fund Balances							
General Fund	8,457	5,962	7,633	7,638	7,640	7,640	
Land Development Fund	7,279	8,302	8,109	9,600	9,179	8,206	
Solid Waste Management Fund	(12,822)	(12,359)	(12,752)	(12,583)	(12,272)	(11,779)	
Water & Sewer Fund	1,219	744	1,399	1,802	1,931	1,820	
Service Connect Failure Assistance Fund	1,611	1,323	1,611	1,610	1,610	1,610	
Total Operating Fund Balances	5,744	3,972	6,000	8,067	8,088	7,497	
Capital Fund Balance							
Capital Fund	19,713	17,677	19,795	25,589	23,673	21,214	
Carryforward Projects	-	(3,009)	-	(3,503)	-	-	
Total Capital Fund Balance	19,713	14,668	19,795	22,086	23,673	21,214	
Reserve Fund Balances							
Downtown Development Reserve	894	833	844	827	860	930	
Information Technology Reserve	1,660	1,422	1,287	1,310	1,318	1,326	
Mobile Equipment Replacement Reserve	2,105	1,201	1,292	1,409	1,631	2,127	
Major Community Facility Reserve	3,155	810	3,220	3,307	2,674	2,761	
Heritage Reserve	186	156	84	84	84	84	
Samuel Colley Library Donation Reserve	425	225	427	427	427	427	
Twin Pine Hill Trail Reserve	-	1	-	-	-	-	
Revitalization Initiative Reserve	2,416	2,416	2,416	2,416	2,416	2,416	
Community Grant Reserve	5	-	105	105	105	105	
Total Reserve Fund Balances	10,846	7,064	9,675	9,885	9,515	10,176	
Total Fund Balances	36,303	25,704	35,470	40,038	41,276	38,887	

BUDGET SUMMARY

Schedule of Grants & Donations	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Government of Canada Grants							
Payments in Lieu of Municipal Taxes	-	75	-	-	-	-	
Gas Tax Agreement	2,036	1,722	2,630	6,351	11,499	7,983	
Clean Waste Water Agreement	1,196	-	197	-	-	-	
Build Canada Funding	-	2,375	300	-	7,999	2,526	
Community Capacity Building Fund	-	313	320	-	-	-	
Investing In Canada Infrastructure Program	1,463	2,756	1,500	1,350	2,100	2,100	
Disaster Mitigation & Adaption Fund	-	750	135	750	750	750	
Destination Marketing Organization (CanNor)	3	-	-	-	-	-	
Canada Day Celebration (Canada Heritage)	25	25	25	25	25	25	
Indigenous Relations Advisor (INAC)	132	-	35	-	-	-	
Other Government of Canada Grants	-	-	326	100	100	100	
Total Federal Grants	4,855	8,016	5,468	8,576	22,473	13,484	
Government of Northwest Territories (GNWT) Grants							
MACA Formula Funding	7,828	7,828	7,828	7,829	7,828	7,828	
Community Public Infrastructure Funding	1,968	2,863	2,750	3,718	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	68	-	-	37	37	37	
Water & Sewer Services	386	386	409	386	386	386	
Street Outreach (funding provided by Federal & Territorial Governments)	252	137	25	130	-	-	
Installation of Hydrant for Sobering Centre	4	-	-	-	-	-	
CEP Transportation Initiative	-	-	109	-	-	-	
Economic Development	363	50	426	50	50	50	
Total GNWT Grants	11,179	11,574	11,857	12,460	11,474	11,474	
Other Contributions & Donations	676	150	297	10	17	17	
Total Grants & Donations	16,710	19,740	17,622	21,046	33,964	24,975	

(1)

Note:

(1) 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, 2019 to March 31, 2020, the City received \$1,216,770 from the Government of Canada which was used to fund sheltering agencies and other related expenses.



STAFFING SUMMARY

Staffing by Department: (FTE)	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
General Government							
City Administration	15.00	15.00	14.00	13.00	13.00	13.00	
Corporate Services	29.38	30.40	30.40	30.41	31.41	31.41	
Economic Development & Strategy	4.00	4.00	4.00	5.00	5.00	5.00	
Community Services	67.51	65.61	65.61	65.21	65.21	65.21	
Public Safety	57.50	57.50	56.50	56.50	57.00	57.00	
Planning & Development	11.00	11.00	11.00	11.00	12.00	12.00	
Public Works & Engineering	56.38	57.90	57.90	58.04	60.04	60.04	
	240.77	241.41	239.41	239.16	243.66	243.66	
Permanent	211.54	213.54	212.54	213.54	218.04	218.04	
Part-time/Casual/Term	28.23	27.87	26.87	25.62	25.62	25.62	
	239.77	241.41	239.41	239.16	243.66	243.66	
Net change in FTE positions		1.64	(0.36)	(0.25)	4.50	0.00	

STAFFING SUMMARY

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GENERAL FUND

General Fund	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Taxation	30,762	31,387	31,330	32,196	35,747	36,255	
Taxes Allocated to Capital	(1,491)	-	-	(269)	(1,300)	(1,300)	
Government Grants	1,536	527	1,099	2,142	459	459	
User Charges	8,613	8,517	7,800	7,182	8,388	8,735	
Investment Income	996	500	655	450	350	300	
Total Revenue	40,416	40,931	40,884	41,701	43,644	44,449	
Expenditures (By Department)							
General Government	12,288	13,474	13,106	13,519	14,255	14,411	
Community Services	10,058	10,842	10,113	11,179	11,489	11,754	
Public Safety	8,260	8,760	10,813	8,754	9,115	9,333	
Planning & Development	1,504	1,699	1,547	1,770	1,890	1,959	
Public Works & Engineering	7,023	8,025	7,979	8,297	8,714	8,823	
Solid Waste Management	151	-	25	-	-	-	
Amortization	8,276	7,809	7,653	8,257	8,289	8,402	
Total Expenditures	47,560	50,609	51,236	51,776	53,752	54,682	
Net Revenue (Expenditures)	(7,144)	(9,678)	(10,352)	(10,075)	(10,108)	(10,233)	
Interfund Transfers							
(To) From Water & Sewer Fund	1,243	1,255	1,255	1,145	1,174	1,203	
(To) From Solid Waste Management Fund	342	340	340	349	358	367	
(To) From Land Development Fund	193	377	377	379	389	398	
(To) From Reserve	(398)	(90)	(97)	(50)	(100)	(137)	
Total Interfund Transfers	1,380	1,882	1,875	1,823	1,821	1,831	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(5,764)	(7,796)	(8,477)	(8,252)	(8,287)	(8,402)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	8,434	7,809	7,653	8,257	8,289	8,402	
Change in Fund Balance	2,670	13	(824)	5	2	-	
Opening Balance	5,787	5,949	8,457	7,633	7,638	7,640	
Closing Balance	8,457	5,962	7,633	7,638	7,640	7,640	

GENERAL FUND

General Fund -Expenditures by Division & Object	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Expenditures (By Division)							
General Government							
Fiscal Services	544	466	444	454	460	468	
Mayor & Council	1,315	1,394	1,278	1,414	1,485	1,528	
City Administration	2,890	3,599	3,471	3,213	3,577	3,502	
Corporate Services	6,280	7,056	6,679	7,130	7,380	7,524	
Economic Development & Strategy	1,259	959	1,234	1,308	1,353	1,389	
Total General Government	12,288	13,474	13,106	13,519	14,255	14,411	
Community Services							
Directorate	1,448	1,402	1,511	1,404	1,436	1,454	
Arenas	2,357	2,483	2,449	2,596	2,649	2,719	
Library	1,171	1,376	1,213	1,350	1,392	1,421	
Parks	1,332	1,381	1,208	1,459	1,499	1,532	
Recreation	691	822	729	861	884	898	
Pool	1,665	1,815	1,457	1,892	1,967	2,030	
Curling Club	118	132	132	147	148	152	
City Hall	555	621	654	665	690	707	
Wildcat Cafe	17	26	23	25	26	26	
Fieldhouse	704	784	737	780	798	815	
Total Community Services	10,058	10,842	10,113	11,179	11,489	11,754	
Public Safety							
Directorate	710	724	583	689	701	714	
Fire	6,200	6,471	8,686	6,617	6,916	7,060	
Municipal Enforcement	1,350	1,565	1,544	1,448	1,498	1,559	
Total Public Safety	8,260	8,760	10,813	8,754	9,115	9,333	
Planning & Development							
Directorate	520	570	414	673	581	607	
Planning & Lands	615	755	737	716	921	956	
Building Services	369	374	396	381	388	396	
Total Planning & Development	1,504	1,699	1,547	1,770	1,890	1,959	
Public Works & Engineering							
Directorate	1,012	873	936	898	926	947	
City Garage	760	924	854	822	847	866	
Public Transit	1,694	1,908	1,902	2,380	2,428	2,446	
Roads & Sidewalks	3,708	4,320	4,312	4,197	4,513	4,564	
Total Public Works & Engineering	7,174	8,025	8,004	8,297	8,714	8,823	
Total Expenditures	39,284	42,800	43,583	43,519	45,463	46,280	



GENERAL FUND

General Fund -Expenditures by Division & Object	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Details of All O&M							
Wages & Benefits	24,139	25,702	24,917	26,251	27,552	28,225	
General Services	6,513	6,850	9,224	7,245	7,572	7,544	
Materials	2,171	2,736	2,670	2,728	2,845	2,841	
Maintenance	1,333	1,748	1,720	1,840	1,872	1,889	
Utility -Fuel	589	711	591	688	725	758	
Utility -Power	2,175	2,276	2,156	2,247	2,307	2,369	
Vehicle O&M	574	923	621	672	714	747	
Others (Insurance, grants & bad debts)	1,790	1,854	1,684	1,848	1,876	1,907	
Amortization	8,276	7,809	7,653	8,257	8,289	8,402	
Total Details of O&M	47,560	50,609	51,236	51,776	53,752	54,682	

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GENERAL FUND - Mayor & Council

Mayor and Council Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	2	-	1	-	-	-	(1)
Total Revenue	2	-	1	-	-	-	
Expenditures (by Activity)							
Community Assistance	659	698	691	709	744	765	
Public Inquiry & Communication	197	210	207	213	222	229	
Strategic Planning	131	139	139	141	147	152	
Legislation & Governance	328	347	241	351	372	382	
Total Expenditures (By Activity)	1,315	1,394	1,278	1,414	1,485	1,528	
Net Revenue (Expenditures)	(1,313)	(1,394)	(1,277)	(1,414)	(1,485)	(1,528)	
Expenditures (By Object)							
Wages & Benefits	419	462	455	470	479	488	
General Services	114	103	112	108	111	111	(2)
Materials	74	115	97	87	118	121	(3)
Others	708	714	614	749	777	808	(4)
Total Expenditures (By Object)	1,315	1,394	1,278	1,414	1,485	1,528	

Note:

- (1) Revenues are from flag sales.
- (2) Public relationship and governance strategy.
- (3) Travel, meeting expenses, memberships, and subscriptions.
- (4) 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.

GENERAL FUND - Mayor & Council

Grants Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Senior Citizens/Disabled Tax Rebate	243	246	246	281	309	340	
Multi-Year Funding	253	317	273	317	317	317	
Sponsorship Grants	87	74	36	74	74	74	
Community Services Grants	125	77	59	77	77	77	
Total Grants	708	714	614	749	777	808	



GENERAL FUND - Mayor & Council

Multi-Year Funding	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Aurora Fiddlers Society	5,000	5,000	5,000	5,000	-	-	
Canadian Championship Dog Derby	13,000	13,000	-	-	-	-	
Ecology North	15,000	15,000	15,000	15,000	-	-	
Folk on the Rocks	15,000	15,000	-	15,000	15,000	-	
Food Rescue	-	16,600	16,600	15,000	15,000	-	
Northern Arts & Cultural Centre	47,000	47,000	47,000	47,000	-	-	
North Slave Metis Alliance	-	10,000	-	10,000	10,000	-	
NWT Council For Persons With Disabilities	18,000	18,000	18,000	18,000	-	-	
NWT SPCA	-	10,000	10,000	10,000	10,000	-	
NWT Wellness Society	2,000	-	-	-	-	-	
Rainbow Coalition of Yellowknife	8,000	8,000	8,000	8,000	-	-	
St. John Ambulance	10,000	10,000	10,000	-	-	-	
The Snow King Winter Festival	20,000	20,000	20,000	20,000	-	-	
Western Arctic Moving Pictures	8,000	8,000	8,000	8,000	-	-	
Yellowknife Community of Dance	-	6,000	-	6,000	6,000	-	
Yellowknife Farmers Market	20,000	20,000	20,000	-	-	-	
Yellowknife Gymnastics Club	-	8,000	8,000	8,000	8,000	-	
Yellowknife Playgroup Association	5,000	5,000	5,000	5,000	-	-	
Yellowknife Seniors Society	47,000	47,000	47,000	47,000	-	-	
Yellowknife Ski Club	20,000	20,000	20,000	20,000	-	-	
YWCA NWT	-	15,000	15,000	15,000	15,000	-	
Additional Grants	-	-	-	44,600	237,600	316,600	(1)
Total Multi-Year Funding	253,000	316,600	272,600	316,600	316,600	316,600	

GENERAL FUND - Mayor & Council

Sponsorship Grants	2019 Actuals (\$)	2020 Budget (\$)	2020 Forecast (\$)	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	Note
12th International Kimberlite Conference Society	10,000	-	-	-	-	-	
Association Franco-Culturelle de YK	1,250	7,000	7,000	-	-	-	
Dene Nahjo - Tides Canada Initiatives Society	10,000	10,000	-	-	-	-	
Far North Photo Festival	-	7,000	7,000	-	-	-	
Food Rescue	12,000	-	-	-	-	-	
Midnight Sun Fly-in Association	5,000	-	-	-	-	-	
Music Teachers' Association of the NWT	2,000	5,000	5,000	-	-	-	
North Slave Metis Alliance	10,000	-	-	-	-	-	
North Words Writers Festival Society	5,000	7,000	-	-	-	-	
NWT Judo Association	-	5,000	5,000	-	-	-	
NWT Professional Media Association	5,000	-	-	-	-	-	
NWT Riders Association	1,000	-	-	-	-	-	
Old Town Community Association	5,000	7,000	7,000	-	-	-	
Ptarmicon Society	-	7,000	-	-	-	-	
Restore - Habitat for Humanity	5,000	-	-	-	-	-	
Skills Canada NWT	7,000	7,000	-	-	-	-	
The Long John Jamboree Society	5,000	-	-	-	-	-	
Yellowknife Choral Society	-	5,000	5,000	-	-	-	
Yellowknife Community of Dance	4,000	-	-	-	-	-	
Yellowknife International Airshow Society	-	7,000	-	-	-	-	
Additional Grants	-	-	-	74,000	74,000	74,000	(1)
Total Sponsorship	87,250	74,000	36,000	74,000	74,000	74,000	



GENERAL FUND - Mayor & Council

Community Service Grants	2019 Actuals (\$)	2020 Budget (\$)	2020 Forecast (\$)	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	Note
Breastfeeding Support Group	4,000	-	-	-	-	-	
Centre for Northern Families	4,000	-	-	-	-	-	
Food First Foundation, NWT	3,000	3,000	-	-	-	-	
Foster Family Coalition of NWT	10,000	10,000	10,000	-	-	-	
Great Slave Sailing Club	4,000	-	-	-	-	-	
MS Society Yellowknife Regional Branch	-	2,400	2,400	-	-	-	
Multiple Sclerosis Society of Canada	3,000	-	-	-	-	-	
Northwest Territorial Pipe Band	-	2,000	2,000	-	-	-	
NWT Creative Collective	3,000	3,000	3,000	-	-	-	
NWT Association for Community Living	-	8,000	8,000	-	-	-	
NWT Literacy Council	8,500	10,000	10,000	-	-	-	
NWT SPCA	10,000	-	-	-	-	-	
NWT Tennis	1,500	1,500	1,500	-	-	-	
NWT/NU Crime Stoppers Association	1,500	1,500	1,500	-	-	-	
Ptarmicon Society	5,000	-	-	-	-	-	
Ragged Riders Snowsports Society	4,000	10,000	-	-	-	-	
Somba K'e Paddling Club	1,500	-	-	-	-	-	
Special Olympics NWT	5,000	4,000	4,000	-	-	-	
Trails End Community Association	3,000	-	-	-	-	-	

GENERAL FUND - Mayor & Council

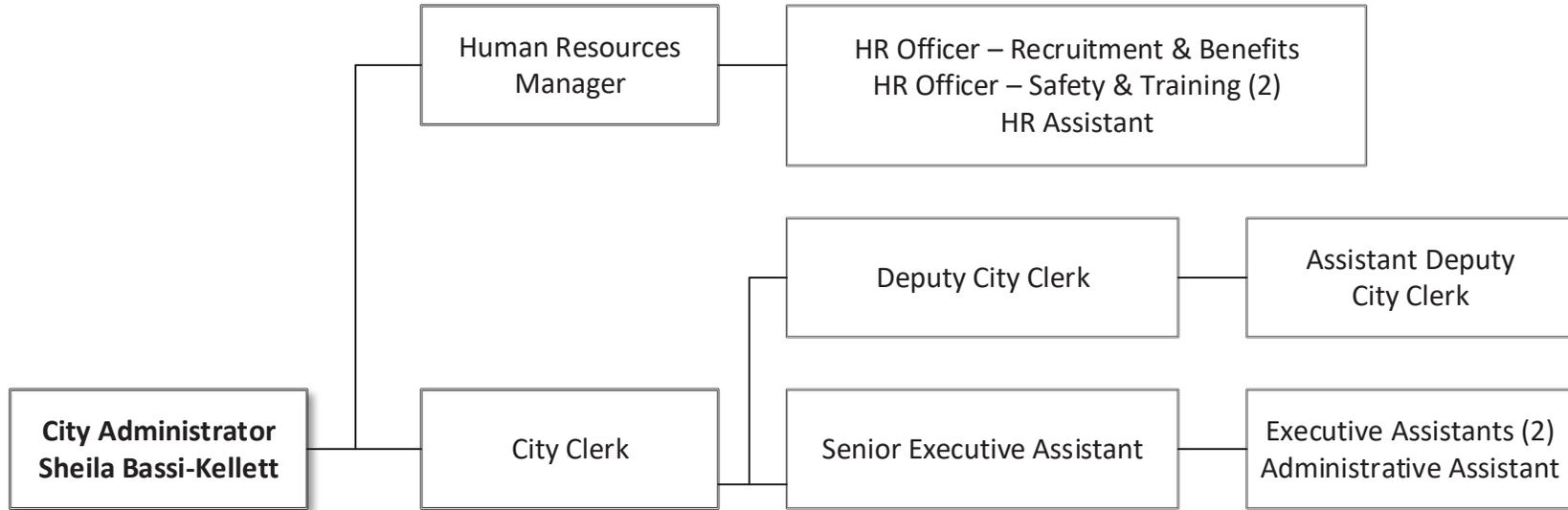
Community Service Grants	2019 Actuals (\$)	2020 Budget (\$)	2020 Forecast (\$)	2021 Budget (\$)	2022 Budget (\$)	2023 Budget (\$)	Note
Yellowknife Artist-Run Community Centre	7,500	-	-	-	-	-	
Yellowknife Association for Community Living	10,000	-	-	-	-	-	
Yellowknife District Girl Guides	3,000	-	-	-	-	-	
Yellowknife Elders Folk Dance Collective	1,700	-	-	-	-	-	
Yellowknife Guild of Arts and Crafts	2,000	2,000	2,000	-	-	-	
Yellowknife Gymnastics Club	10,000	-	-	-	-	-	
Yellowknife Historical Society	5,000	5,000	5,000	-	-	-	
Yellowknife Playschool Association	4,000	-	-	-	-	-	
Yellowknife Wado Kai Karate Association	1,000	-	-	-	-	-	
YK Polar Bear Swim Club	-	5,000	-	-	-	-	
YK Women's Society	-	10,000	10,000	-	-	-	
YWCA NWT	10,000	-	-	-	-	-	
Additional Grants	(500)	-	-	77,400	77,400	77,400	(1)
Total Community Services	124,700	77,400	59,400	77,400	77,400	77,400	

Note:

- (1) Due to Covid-19 pandemic, numerous events were cancelled, and any unallocated grants in 2020 will be transferred to Community Grant Reserve at the end of the year.



Department Staffing



Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
City Administrator's Office	4.00	4.00	3.00	3.00	3.00	3.00	
Office of the City Clerk	7.00	7.00	7.00	6.00	6.00	6.00	(1)
Human Resources	4.00	4.00	4.00	4.00	4.00	4.00	(2)
	15.00	15.00	14.00	13.00	13.00	13.00	
Permanent	13.00	13.00	13.00	13.00	13.00	13.00	
Part-time/Term	2.00	2.00	1.00	0.00	0.00	0.00	(2)
	15.00	15.00	14.00	13.00	13.00	13.00	

Note

- (1) The Corporate Communications Advisor position will be transferred from The Office of the City Clerk to the Economic Development and Strategy Department in 2021.
- (2) A two-year term Safety Officer position was added in 2019 and 2020. It becomes a permanent position starting in 2021.

GENERAL FUND - City Administration

CITY ADMINISTRATOR'S OFFICE

The City Administrator's Office has overall responsibility for the management of the municipal corporation. This includes developing corporate policy as well as providing strategic advice to Council regarding the City's responsibilities 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 controls to ensure that all City programs are delivered effectively and efficiently while encouraging innovation and creativity across the organization.

The City Administrator's Office provides leadership to the City's six departments: Community Services, Corporate Services, 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 Office of the City Clerk.

City Administration Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	132	-	35	-	-	-	
User Charges	25	-	-	-	-	-	
Total Revenue	157	-	35	-	-	-	
Expenditures (By Division)							
City Administrator	887	801	842	773	833	869	
Office of the City Clerk	695	1,100	981	843	981	898	
Human Resources	1,308	1,698	1,648	1,597	1,763	1,735	
Total Expenditures (By Division)	2,890	3,599	3,471	3,213	3,577	3,502	
Net Revenue (Expenditures)	(2,733)	(3,599)	(3,436)	(3,213)	(3,577)	(3,502)	
Expenditure (by Object)							
Wages & Benefits	2,013	2,230	2,167	2,191	2,297	2,292	
General Services	729	1,196	1,145	865	1,094	1,000	
Materials	148	173	159	157	186	210	
Total Expenditures (By Object)	2,890	3,599	3,471	3,213	3,577	3,502	



GENERAL FUND - City Administration

City Administrator Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	132	-	35	-	-	-	(1)
User Charges	25	-	-	-	-	-	(2)
Total Revenue	157	-	35	-	-	-	
Expenditures (by Activity)							
Administrative	43	40	41	38	41	43	
Long Term Planning & Priority Setting	179	162	170	156	167	173	
Public Inquiry & Communication	266	240	254	232	249	259	
Team Leadership	131	121	127	116	125	131	
Legislation & Governance	268	238	250	231	251	263	
Total Expenditures (By Activity)	887	801	842	773	833	869	(1)
Net Revenue (Expenditures)	(730)	(801)	(807)	(773)	(833)	(869)	
Expenditures (By Object)							
Wages & Benefits	755	658	679	698	735	767	(1)
General Services	87	111	145	63	64	66	(3)
Materials	45	32	18	12	34	36	
Total Expenditures (By Object)	887	801	842	773	833	869	

Note:

- (1) Funding for the term Indigenous Relations Advisor position and related activities.
- (2) Funding for the Governance Strategy.
- (3) Corporate planning, public relations, and legal fees.

GENERAL FUND - City Administration

OFFICE OF THE CITY CLERK

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

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

The Office of the City Clerk manages the City's communication function, contributes to the City's Public and Statutory Information Program and produces a weekly information flyer.

Lastly, the Office of the City Clerk assists all City departments with records management practices and provides training in electronic records management software.

Office of the City Clerk Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Administrative	174	274	246	506	588	539	
Election Administration	-	-	-	26	29	27	
Public Inquiry & Communication	243	385	344	211	245	225	
Team Leadership	35	55	49	-	-	-	
Legislation & Governance	243	386	342	100	119	107	(1)
Total Expenditures (By Activity)	695	1,100	981	843	981	898	
Net Revenue (Expenditures)	(695)	(1,100)	(981)	(843)	(981)	(898)	
Expenditures (By Object)							(2)
Wages & Benefits	593	776	703	705	735	756	(3)
General Services	101	319	273	133	241	137	
Materials	1	5	5	5	5	5	
Total Expenditures (By Object)	695	1,100	981	843	981	898	

Note:

- (1) In 2021, the City's communication function is transferred from the Office of the City Clerk to the Economic Development & Strategy Department (ED&S).
- (2) In 2021, the Corporate Communications Advisory position is transferred from the Office of the City Clerk to the ED&S.
- (3) Webcasting, teleconferencing, and 2022 election.



HUMAN RESOURCES DIVISION

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

Human Resources Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Employee Development	326	427	414	403	440	441	
Employee Placement	194	253	245	240	263	258	
Labour Relations	129	165	162	157	175	173	
Occupational Health & Safety	326	427	414	403	440	441	
Payroll & Benefits Administration	326	427	414	403	440	441	
Rounding	7	(1)	(1)	(9)	5	(19)	
Total Expenditures (By Activity)	1,308	1,698	1,648	1,597	1,763	1,735	
Net Revenue (Expenditures)	(1,308)	(1,698)	(1,648)	(1,597)	(1,763)	(1,735)	
Expenditures (By Object)							
Wages & Benefits	665	796	785	788	827	769	(1)
General Services	541	766	727	669	789	797	(2)
Materials	102	136	136	140	147	169	(3)
Total Expenditures (By Object)	1,308	1,698	1,648	1,597	1,763	1,735	

Note:

- (1) A two-year term Safety Officer position was added in 2019 and 2020. It becomes a permanent position starting in 2021.
- (2) Fees, training, professional development, and contracted costs.
- (3) Long service bonuses, employee relationships, professional membership fees, and boot and clothing allowances.

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GENERAL FUND - Fiscal Services

Fiscal Services Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Taxation	30,762	31,387	31,330	32,196	35,747	36,255	(1)
Taxes Allocated to Capital	(1,491)	-	-	(269)	(1,300)	(1,300)	(2)
Government Grants	-	75	-	1,560	-	-	
User Charges							
Power Distribution -Franchise Fee	1,077	1,045	1,045	1,077	1,077	1,077	
Tax Penalties	309	300	63	310	310	310	
Others	111	50	25	50	50	50	
Investment Income	996	500	655	450	350	300	
Total Revenue	31,764	33,357	33,118	35,374	36,234	36,692	
Expenditures (By Activity)							
Cash Management	374	186	164	174	180	188	
Valuation Allowance	170	280	280	280	280	280	
Total Expenditures	544	466	444	454	460	468	
Net Revenue (Expenditures)	31,220	32,891	32,674	34,920	35,774	36,224	
Interfund Transfers							
(To) From Water & Sewer Fund	1,243	1,255	1,255	1,145	1,174	1,203	(3)
(To) From Solid Waste Management Fund	342	340	340	349	358	367	(3)
(To) From Land Development Fund	193	377	377	379	389	398	(3)
Total Interfund Transfers	1,778	1,972	1,972	1,873	1,921	1,968	
Change in Fund Balance	32,998	34,863	34,646	36,793	37,695	38,192	
Expenditure (by Object)							
General Services	154	186	162	174	180	188	
Others (Mainly Bad Debt)	390	280	282	280	280	280	
Total Expenditures (by Object)	544	466	444	454	460	468	

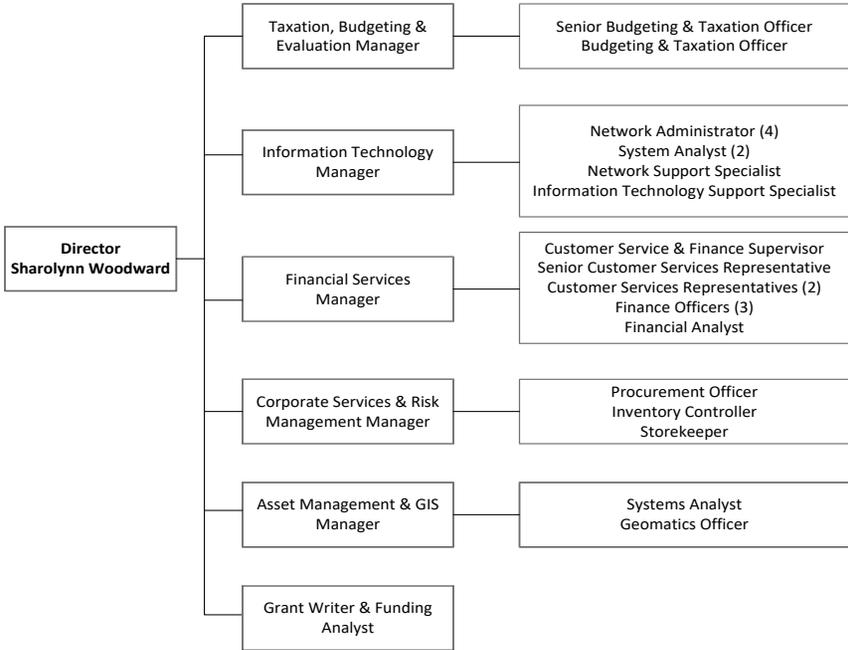
Note:

- (1) 2021 property taxes are based on 2020 assessed values. Growth in 2020 assessed values is based on a review of building permits to September 2020. Property taxation includes payments-in-lieu of taxes by the federal and territorial governments as well as Crown corporations. 2020 assessment growth was based on a 0.26% increase from property development. The increase in taxation is based on the assumption that the mill rate will increase by 2.5% in 2021, 10.37% in 2022 and 0.54% in 2023.
- (2) Taxes allocated to the Capital Fund are used to pay principal and interest on general capital debts and to fund capital projects.
- (3) Salaries and overhead costs associated with administering other Funds are recovered by charging estimated administration fees.

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Department Staffing



Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
Directorate	6.00	7.00	7.00	7.00	7.00	7.00	(1)
Taxation & Budgeting	2.00	2.00	2.00	2.00	2.00	2.00	
Financial Services	8.38	8.40	8.40	8.41	8.41	8.41	
Corporate Services & Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	
Information Technology	10.00	10.00	10.00	8.00	8.00	8.00	(2)
Asset Management & GIS	0.00	0.00	0.00	2.00	3.00	3.00	(2) & (3)
	29.38	30.40	30.40	30.41	31.41	31.41	
Permanent	28.00	29.00	29.00	29.00	29.00	29.00	(4)
Part-time/Casual/Term	1.38	1.40	1.40	1.41	2.41	2.41	(1) & (4)
	29.38	30.40	30.40	30.41	31.41	31.41	

Note

- (1) A five-year term Asset Management Manager position was added in 2020.
- (2) In 2021, the two GIS positions will be transferred from Information Technology to Asset Management & GIS Division.
- (3) A four-year term Asset Management Support position is recommended, beginning in 2022.
- (4) A two-year term Grant Writer and Funding Analyst position was added in 2018 and made permanent in 2020.

GENERAL FUND - Corporate Services

CORPORATE SERVICES DEPARTMENT

The Corporate Services Department is responsible for five main service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; Corporate Services and Risk Management; and Asset Management and GIS. The managers who lead each of

these divisions report to the Director, who sets the course for the department and serves on the senior leadership team.

Corporate Services Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	125	125	125	125	125	125	
User Charges	870	685	560	575	670	670	
Total Revenue	995	810	685	700	795	795	
Expenditures (By Division)							
Directorate	1,246	1,309	1,307	1,413	1,445	1,475	
Taxation & Budgeting	475	500	508	507	515	537	
Financial Services	903	951	862	957	976	993	
Corporate Services & Risk Management	1,343	1,479	1,406	1,400	1,410	1,420	
Information Technology	2,313	2,817	2,596	2,579	2,656	2,705	
Asset Management & GIS	-	-	-	274	378	394	
Total Expenditures (By Division)	6,280	7,056	6,679	7,130	7,380	7,524	
Net Revenue (Expenditures)	(5,285)	(6,246)	(5,994)	(6,430)	(6,585)	(6,729)	
Expenditure (by Object)							
Wages & Benefits	3,783	3,877	3,759	4,120	4,314	4,420	
General Services	754	913	862	898	929	954	
Materials	310	528	423	388	390	396	
Maintenance	672	871	838	901	924	931	
Vehicle -O&M	2	7	7	4	4	4	
Insurance	759	860	790	819	819	819	
Total Expenditures (By Object)	6,280	7,056	6,679	7,130	7,380	7,524	



GENERAL FUND - Corporate Services

Corporate Services Directorate Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Administrative	187	196	196	212	216	220	
Funding & Reporting	124	131	131	141	143	147	
Long Term Planning & Priority Setting	373	392	391	424	432	442	
Public Inquiry & Communication	124	131	131	141	143	147	
Team Leadership	124	131	131	141	143	147	
Legislation & Governance	314	328	327	354	368	372	
Total Expenditures (By Activity)	1,246	1,309	1,307	1,413	1,445	1,475	
Net Revenue (Expenditures)	(1,246)	(1,309)	(1,307)	(1,413)	(1,445)	(1,475)	
Expenditures (By Object)							
Wages & Benefits	1,068	1,073	1,073	1,246	1,274	1,303	(1)
General Services	175	231	231	162	166	167	(2)
Materials	3	5	3	5	5	5	
Total Expenditures (By Object)	1,246	1,309	1,307	1,413	1,445	1,475	

Note:

- (1) A five-year term Asset Management Manager position was added and funded by Capital Fund in 2020. This position will be funded by General Fund, beginning in 2021.
A four-year term Asset Management Support position is recommended, beginning in 2022.
- (2) Contracted costs including \$75,000 for a water rates study in 2020.

GENERAL FUND - Corporate Services

TAXATION, BUDGETING & EVALUATION DIVISION

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

public, Council's goals, objectives and directions are implemented and costs are controlled. It also administers the Senior and Disabled Grants and Local Improvement Charge programs.

Taxation, Budgeting & Evaluation Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	125	125	125	125	125	125	(1)
User Charges	56	55	54	55	55	55	
Total Revenue	181	180	179	180	180	180	
Expenditures (by Activity)							
Budgeting	94	101	103	102	104	108	
Property Assessment & Taxes	379	398	405	407	412	428	
Rounding	2	1	-	(2)	(1)	1	
Total Expenditures (By Activity)	475	500	508	507	515	537	
Net Revenue (Expenditures)	(294)	(320)	(329)	(327)	(335)	(357)	
Expenditures (By Object)							
Wages & Benefits	217	226	234	230	234	238	
General Services	245	256	256	259	262	280	(2)
Materials	1	5	5	5	5	5	
Maintenance	12	13	13	13	14	14	
Total Expenditures (By Object)	475	500	508	507	515	537	

Note:

- (1) Funds received under the City's Assessment Authority Agreement with the GNWT, which is in place through May 31, 2021.
- (2) 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; and
- 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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	1	1	1	1	1	1	
Total Revenue	1	1	1	1	1	1	
Expenditures (by Activity)							
Installation	232	282	262	220	226	231	
Maintenance	1,388	1,690	1,557	1,602	1,651	1,681	
System Development	118	142	132	160	164	166	
Support Services	578	703	649	597	614	624	
Rounding	(3)	-	(4)	-	1	3	
Total Expenditures (By Activity)	2,313	2,817	2,596	2,579	2,656	2,705	
Net Revenue (Expenditures)	(2,312)	(2,816)	(2,595)	(2,578)	(2,655)	(2,704)	
Expenditures (By Object)							
Wages & Benefits	1,371	1,423	1,374	1,201	1,232	1,266	(1)
General Services	218	337	288	383	406	410	(2)
Materials	64	196	106	107	108	112	(3)
Maintenance	660	858	825	888	910	917	(4)
Vehicle O&M	-	3	3	-	-	-	
Total Expenditures (By Object)	2,313	2,817	2,596	2,579	2,656	2,705	

Note:

- (1) In 2021, the two GIS positions will be transferred to the Asset Management & GIS Division.
- (2) Internet, network, network security, software acquisition, and renewal costs.
- (3) Communication infrastructure and supplies.
- (4) Hardware and software maintenance.



GENERAL FUND - Corporate Services

FINANCIAL SERVICES DIVISION

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

Financial Services Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	546	516	392	406	501	501	(1)
Total Revenue	546	516	392	406	501	501	
Expenditures (by Activity)							
Cash Management	180	190	172	211	217	219	
Customer Invoicing & Vendor Payments	316	332	303	316	323	327	
Financial Analysis & Reporting	136	142	129	142	147	149	
Licences & Permits	136	142	129	105	107	109	
Public Information/Inquiry & Customer Services	136	142	129	183	185	188	
Rounding	(1)	3	-	-	(3)	1	
Total Expenditures (By Activity)	903	951	862	957	976	993	
Net Revenue (Expenditures)	(357)	(435)	(470)	(551)	(475)	(492)	
Expenditures (By Object)							
Wages & Benefits	780	825	738	839	860	877	
General Services	17	24	22	24	24	25	
Materials	106	102	102	94	92	91	(2)
Total Expenditures (By Object)	903	951	862	957	976	993	

Note:

- (1) The 2021 lottery licence revenue is predicted to decline by about \$80,000 due to impacts of the COVID-19 pandemic.
- (2) Postage and printed forms.

GENERAL FUND - Corporate Services

CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Corporate Services and Risk Management Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores. 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. The insurance work involves communicating claims and coverage information between the City's insurers and the user departments. City Stores warehouses and manages the City's inventory.

Corporate Services & Risk Management Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	267	113	113	113	113	113	
Total Revenue	267	113	113	113	113	113	
Expenditures (by Activity)							
Customer Services	336	369	352	347	352	353	
Inventory Management	336	369	352	347	352	353	
Material Purchasing	538	592	562	561	564	569	
Risk Management	134	148	142	139	140	141	
Rounding	(1)	1	(2)	6	2	4	
Total Expenditures (By Activity)	1,343	1,479	1,406	1,400	1,410	1,420	
Net Revenue (Expenditures)	(1,076)	(1,366)	(1,293)	(1,287)	(1,297)	(1,307)	
Expenditures (By Object)							
Wages & Benefits	347	330	340	337	343	349	
General Services	99	65	65	68	69	70	(1)
Materials	136	220	207	172	175	178	(2)
Vehicle O&M	2	4	4	4	4	4	
Insurance	759	860	790	819	819	819	
Total Expenditures (By Object)	1,343	1,479	1,406	1,400	1,410	1,420	

Note:

- (1) Telephone and communication costs. As of 2020, radio licensing costs were reallocated to the Information Technology Division.
- (2) Printer supplies, office equipment and overhead, and \$45,000 for additional office equipment and furniture in 2020.



ASSET MANAGEMENT & GIS DIVISION

The Asset Management and GIS Division is responsible for leading the development and maintenance of the corporate asset management program and for the geographical information systems and tools that present information from a spatial perspective.

Asset Management & GIS Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Developing	-	-	-	55	75	78	
Engaging & Monitoring	-	-	-	83	114	119	
Planning	-	-	-	138	190	197	
Rounding	-	-	-	(2)	(1)	-	
Total Expenditures (By Activity)	-	-	-	274	378	394	
Net Revenue (Expenditures)	-	-	-	(274)	(378)	(394)	
Expenditures (By Object)							
Wages & Benefits	-	-	-	267	371	387	(1) & (2)
General Services	-	-	-	2	2	2	
Materials	-	-	-	5	5	5	
Total Expenditures (By Object)	-	-	-	274	378	394	

Note:

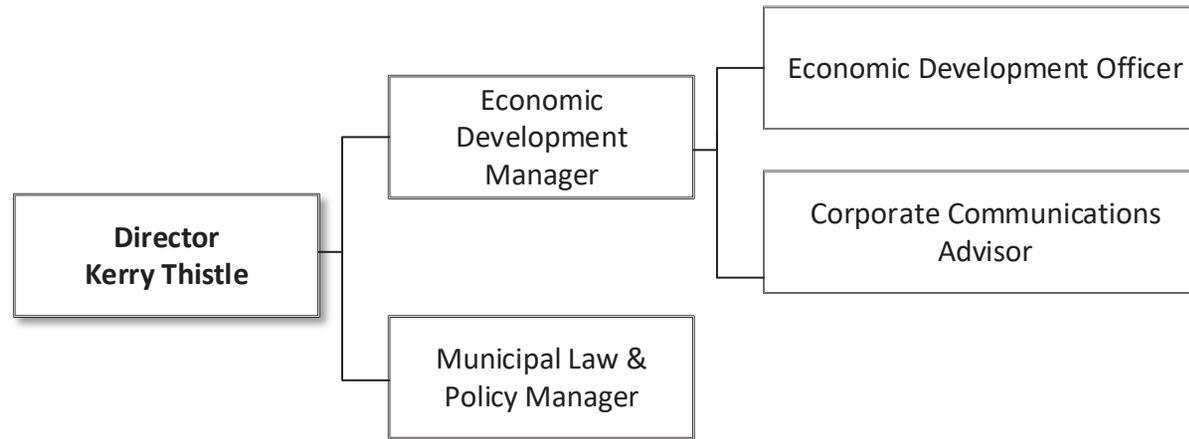
- (1) In 2021, the two GIS positions will be transferred from the Information Technology Division.
- (2) A four-year term Asset Management Support position is recommended, beginning in 2022.

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GENERAL FUND - Economic Development & Strategy

Department Staffing



Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
Directorate	4.00	4.00	4.00	5.00	5.00	5.00	(1)
	4.00	4.00	4.00	5.00	5.00	5.00	

Note

- (1) The Corporate Communications Advisor position will be transferred from The Office of the City Clerk to the Economic Development and Strategy Department in 2021.

GENERAL FUND - Economic Development & Strategy

ECONOMIC DEVELOPMENT & STRATEGY DEPARTMENT

The Economic Development and 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
- Administrating municipal law and policy

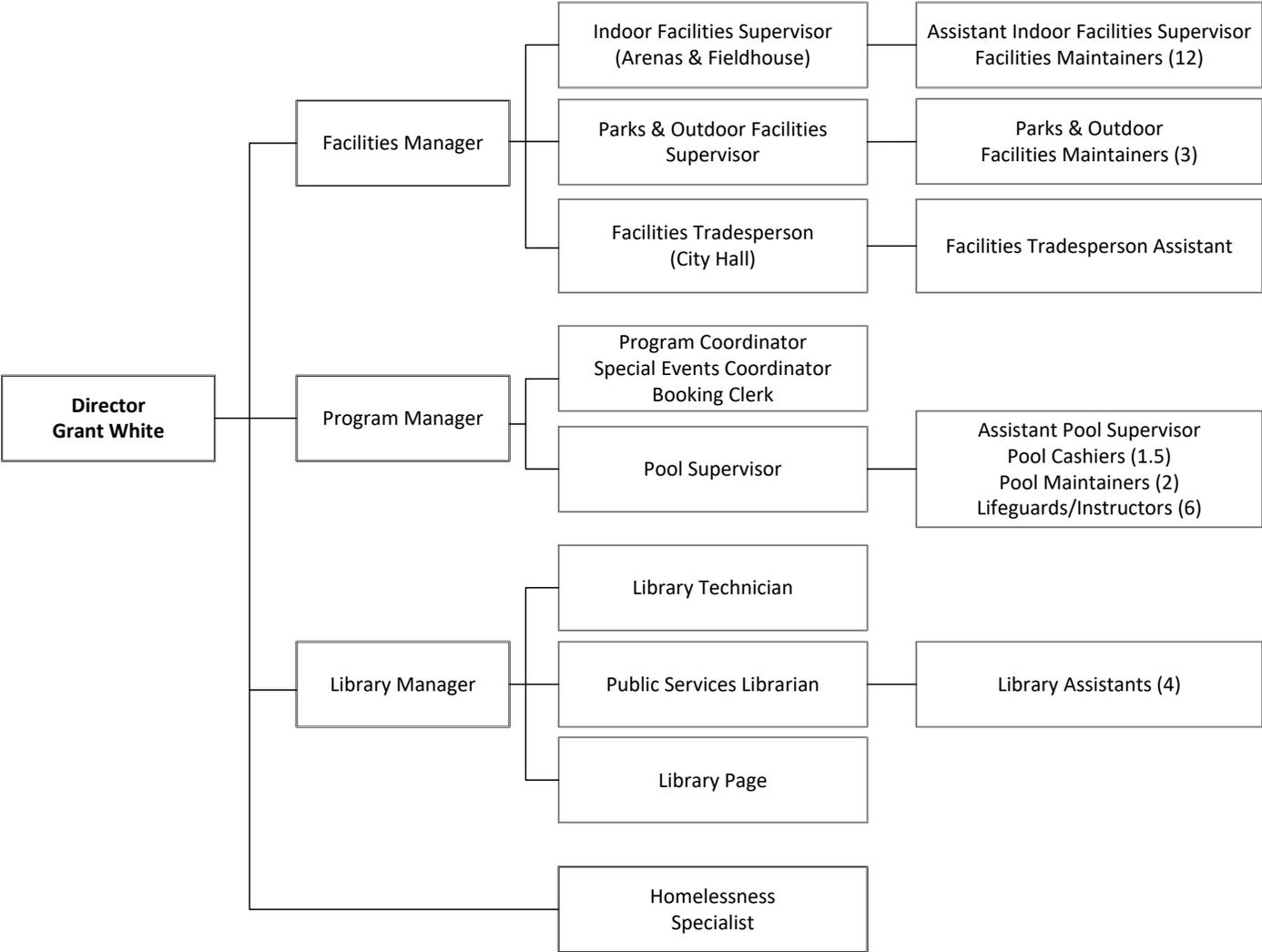
Economic Development & Strategy Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	363	50	426	50	50	50	(1)
User Charges	8	-	-	-	-	-	
Total Revenue	371	50	426	50	50	50	
Expenditures (by Activity)							
Administrative	63	47	62	64	67	68	
Economic Development	314	239	310	262	271	279	
Long Term Planning & Priority Setting	188	144	186	197	203	208	
Policy & Legal	125	95	122	129	135	138	
Public Inquiry & Communication	252	191	247	392	406	417	(2)
Team Leadership	63	47	62	64	67	68	
Legislation & Governance	254	196	245	200	204	211	
Total Expenditures (By Activity)	1,259	959	1,234	1,308	1,353	1,389	
Net Revenue (Expenditures)	(888)	(909)	(808)	(1,258)	(1,303)	(1,339)	
Expenditures (By Object)							
Wages & Benefits	550	662	630	788	819	852	(3)
General Services	709	292	599	515	529	532	(4)
Materials	-	5	5	5	5	5	
Total Expenditures (By Object)	1,259	959	1,234	1,308	1,353	1,389	

Note:

- (1) Grants received for operating the Visitors' Services Centre, Economic Development Officer position, Wayfinding, Giant Mine Remediation, and YKDFN Shared Economic Development Strategy.
- (2) The 2021 to 2023 Budget data reflect the transfer of the City's communication function from the Office of the City Clerk Division.
- (3) The Manager, Economic Development became a permanent position in 2020. The Corporate Communications Advisor position will be transferred from the Office of the City Clerk to this department in 2021.
- (4) Public relations, economic Development, and tourism. The 2019 Actual and 2020 Forecast numbers are higher than budget but the excesses are offset by grant funding.



Department Staffing



GENERAL FUND - Community Services

Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	(1)
Arenas	10.79	10.79	10.79	10.85	10.85	10.85	
Fieldhouse	5.37	4.82	4.82	4.09	4.09	4.09	
City Hall	2.00	2.00	2.00	2.00	2.00	2.00	
Parks	13.09	11.92	11.92	12.14	12.14	12.14	(2)
Programs	8.21	8.08	8.08	8.08	8.08	8.08	
Pool	14.79	14.79	14.79	14.79	14.79	14.79	
Library	8.26	8.21	8.21	8.26	8.26	8.26	
	67.51	65.61	65.61	65.21	65.21	65.21	
Permanent	46.04	46.04	46.04	46.04	46.04	46.04	
Part-time/Casual	21.47	19.57	19.57	19.17	19.17	19.17	
	67.51	65.61	65.61	65.21	65.21	65.21	

Note

- (1) Includes the Homelessness Specialist position.
- (2) During 2020 budget deliberations, Council reduced the casual budget by \$100,000, thus reducing the full-time equivalent number for this division.



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	587	277	187	270	147	147	
User Charges	2,212	2,413	1,164	1,348	2,429	2,557	(1)
Total Revenue	2,799	2,690	1,351	1,618	2,576	2,704	
Expenditures (By Division)							
Directorate	1,448	1,402	1,511	1,404	1,436	1,454	
Arenas	2,357	2,483	2,449	2,596	2,649	2,719	
Fieldhouse	704	784	737	780	798	815	
Yellowknife Curling Club	118	132	132	147	148	152	
Parks	1,332	1,381	1,208	1,459	1,499	1,532	
Library	1,171	1,376	1,213	1,350	1,392	1,421	
Pool	1,665	1,815	1,457	1,892	1,967	2,030	
Recreation	691	822	729	861	884	898	
Wildcat Cafe	17	26	23	25	26	26	
City Hall	555	621	654	665	690	707	
Total Expenditures (By Division)	10,058	10,842	10,113	11,179	11,489	11,754	
Net Revenue (Expenditures)	(7,259)	(8,152)	(8,762)	(9,561)	(8,913)	(9,050)	
Expenditure (by Object)							
Wages & Benefits	5,774	6,114	5,712	6,371	6,553	6,721	
General Services	1,314	1,384	1,375	1,376	1,418	1,423	
Materials	554	576	468	602	603	615	
Maintenance	613	822	827	882	889	899	
Utility -Fuel	500	614	501	592	625	652	
Utility -Power	1,209	1,233	1,131	1,248	1,285	1,324	
Vehicle -O&M	94	99	99	108	116	120	
Total Expenditures (By Object)	10,058	10,842	10,113	11,179	11,489	11,754	

Note:

(1) Estimated revenues are based on annual 3% user fee increases; 2021 numbers also assume continued operational restrictions due to COVID-19.

GENERAL FUND - Community Services

Community Services Directorate Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	252	137	25	130	-	-	(1)
User Charges	104	60	245	60	60	60	(2)
Total Revenue	356	197	270	190	60	60	
Expenditures (by Activity)							
Administrative	145	139	150	140	143	146	
Long Term Planning & Priority Setting	145	139	150	140	143	146	
Public Inquiry & Communication	217	210	226	209	213	217	
Team Leadership	506	489	527	489	501	507	
Legislation & Governance	435	425	458	426	436	438	
Total Expenditures (By Activity)	1,448	1,402	1,511	1,404	1,436	1,454	
Net Revenue (Expenditures)	(1,092)	(1,205)	(1,241)	(1,214)	(1,376)	(1,394)	
Expenditures (By Object)							
Wages & Benefits	779	776	781	795	815	830	
General Services	648	597	706	584	595	598	(3)
Materials	3	9	4	9	9	9	
Vehicle O&M	18	20	20	16	17	17	
Total Expenditures (By Object)	1,448	1,402	1,511	1,404	1,436	1,454	

Note:

- (1) The GNWT funding of \$137,460, budgeted for 2020, was fully utilized in 2019 for the Street Outreach Program.
- (2) Sponsorship revenues. The 2020 forecast is higher than budget due to Hockey Day In Canada sponsorships and sales.
- (3) Spring Clean-Up contracted costs, Street Outreach services, Homelessness Employment Program, and Hockey Day in Canada in 2020.



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
User Charges	812	804	311	397	839	868
Total Revenue	812	804	311	397	839	868
Expenditures (by Activity)						
Arena Maintenance	1,061	1,117	1,105	1,171	1,195	1,227
Ice Maintenance	472	494	487	520	531	546
Plant & Equipment Maintenance	823	866	856	907	925	950
Rounding	1	6	1	(2)	(2)	(4)
Total Expenditures (By Activity)	2,357	2,483	2,449	2,596	2,649	2,719
Net Revenue (Expenditures)	(1,545)	(1,679)	(2,138)	(2,199)	(1,810)	(1,851)
Expenditures (By Object)						
Wages & Benefits	1,132	1,140	1,201	1,219	1,248	1,277
General Services	29	28	31	28	29	29
Materials	21	10	15	17	7	7
Maintenance	209	273	309	300	295	299
Utility -Fuel	293	336	268	324	341	356
Utility -Power	673	696	625	708	729	751
Total Expenditures (By Object)	2,357	2,483	2,449	2,596	2,649	2,719

GENERAL FUND - Community Services

Yellowknife Curling Club Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	8	-	2	-	5	5	
Total Revenue	8	-	2	-	5	5	
Expenditures (by Activity)							
Facility & Building Maintenance	49	52	52	59	60	61	
Plant & Equipment Maintenance	71	80	79	89	90	92	
Rounding	(2)	-	1	(1)	(2)	(1)	
Total Expenditures (By Activity)	118	132	132	147	148	152	
Net Revenue (Expenditures)	(110)	(132)	(130)	(147)	(143)	(147)	
Expenditures (By Object)							
Wages & Benefits	1	-	-	-	-	-	
General Services	5	6	5	6	6	6	
Materials	-	-	-	2	-	-	(1)
Maintenance	18	38	38	45	45	45	(1)
Utility -Fuel	15	18	19	18	19	20	
Utility -Power	79	70	70	76	78	81	
Total Expenditures (By Object)	118	132	132	147	148	152	

Note:

(1) Additional maintenance and materials are required due to Covid-19.



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
User Charges	68	50	46	42	53	54
Total Revenue	68	50	46	42	53	54
Expenditures (by Activity)						
Cemetery Maintenance	135	137	121	147	152	154
Litter Collection	135	137	121	147	152	154
Parks Maintenance	199	205	181	219	225	230
Plant & Equipment Maintenance	135	137	121	147	152	154
Snow Removal	135	137	121	147	152	154
Special Events	66	68	59	71	71	74
Sports Field Maintenance	199	205	181	219	225	230
Turf Maintenance	336	346	303	365	373	385
Rounding	(8)	9	-	(3)	(3)	(3)
Total Expenditures (By Activity)	1,332	1,381	1,208	1,459	1,499	1,532
Net Revenue (Expenditures)	(1,264)	(1,331)	(1,162)	(1,417)	(1,446)	(1,478)
Expenditures (By Object)						
Wages & Benefits	807	907	706	951	975	997
General Services	148	134	134	140	143	144
Materials	253	210	233	224	228	233
Maintenance	3	6	6	7	7	7
Utility -Fuel	8	10	11	9	10	10
Utility -Power	38	36	40	37	38	39
Vehicle O&M	75	78	78	91	98	102
Total Expenditures (By Object)	1,332	1,381	1,208	1,459	1,499	1,532



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
User Charges	298	315	148	185	328	338
Total Revenue	298	315	148	185	328	338
Expenditures (by Activity)						
Facility & Building Maintenance	280	313	294	313	320	324
Plant & Equipment Maintenance	423	472	443	468	479	489
Rounding	1	(1)	-	(1)	(1)	2
Total Expenditures (By Activity)	704	784	737	780	798	815
Net Revenue (Expenditures)	(406)	(469)	(589)	(595)	(470)	(477)
Expenditures (By Object)						
Wages & Benefits	444	470	423	449	457	465
General Services	4	3	3	3	3	3
Materials	7	29	29	34	35	36
Maintenance	55	83	89	91	93	95
Utility -Fuel	28	36	30	39	41	42
Utility -Power	166	163	163	164	169	174
Total Expenditures (By Object)	704	784	737	780	798	815

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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
Grants	1	1	14	1	1	1
User Charges	545	625	166	288	638	656
Total Revenue	546	626	180	289	639	657
Expenditures (by Activity)						
Guarding	499	544	436	567	590	609
Instruction	333	363	292	378	394	406
Operations & Maintenance	834	910	730	943	982	1,015
Rounding	(1)	(2)	(1)	4	1	-
Total Expenditures (By Activity)	1,665	1,815	1,457	1,892	1,967	2,030
Net Revenue (Expenditures)	(1,119)	(1,189)	(1,277)	(1,603)	(1,328)	(1,373)
Expenditures (By Object)						
Wages & Benefits	1,233	1,266	1,100	1,347	1,399	1,448
General Services	21	32	12	28	35	35
Materials	128	134	64	138	143	146
Maintenance	53	97	60	101	103	104
Utility -Fuel	86	137	100	126	131	136
Utility -Power	143	148	120	151	155	160
Vehicle O&M	1	1	1	1	1	1
Total Expenditures (By Object)	1,665	1,815	1,457	1,892	1,967	2,030



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	26	28	37	28	35	35	
User Charges	321	502	212	325	449	519	
Total Revenue	347	530	249	353	484	554	
Expenditures (by Activity)							
Celebrations	171	207	183	215	223	224	
Recreation and Drop In Programs	310	370	325	387	398	402	
Summer and Sport Camps	207	247	220	255	265	269	
Rounding	3	(2)	1	4	(2)	3	
Total Expenditures (By Activity)	691	822	729	861	884	898	
Net Revenue (Expenditures)	(344)	(292)	(480)	(508)	(400)	(344)	
Expenditures (By Object)							
Wages & Benefits	559	628	625	646	654	667	
General Services	103	101	73	125	138	138	(1)
Materials	29	93	31	90	92	93	(2)
Total Expenditures (By Object)	691	822	729	861	884	898	

Note:

- (1) Program instructors, facility and equipment rentals, and contracted costs.
- (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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	308	111	111	111	111	111	(1)
User Charges	18	21	8	15	21	21	
Total Revenue	326	132	119	126	132	132	
Expenditures (by Activity)							
Building	115	136	121	135	139	141	
Cataloguing	174	206	181	201	208	212	
Circulation	291	345	302	336	349	355	
Collection Development	115	136	121	135	139	141	
Inter-Library Loans	58	70	60	65	69	70	
Internet	58	70	60	65	69	70	
Program Delivery	234	276	242	270	277	283	
Reference	115	136	121	135	139	141	
Rounding	11	1	5	8	3	8	
Total Expenditures (By Activity)	1,171	1,376	1,213	1,350	1,392	1,421	
Net Revenue (Expenditures)	(845)	(1,244)	(1,094)	(1,224)	(1,260)	(1,289)	
Expenditures (By Object)							
Wages & Benefits	591	696	626	714	745	769	
General Services	283	401	308	357	362	363	(2)
Materials	111	84	84	76	77	79	
Maintenance	186	195	195	203	208	210	(3)
Total Expenditures (By Object)	1,171	1,376	1,213	1,350	1,392	1,421	

Note:

- (1) The 2019 Actuals include a \$200,000 donation from the Estate of Arthur Hall. Budget amounts reflect the annual GNWT Library Grant.
- (2) Condominium fees, building repairs, and maintenance costs.
- (3) 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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	24	26	26	26	26	26	
Total Revenue	24	26	26	26	26	26	
Expenditures (by Activity)							
City Hall	555	621	654	665	690	707	
Rounding	-	-	-	-	-	-	
Total Expenditures (By Activity)	555	621	654	665	690	707	
Net Revenue (Expenditures)	(531)	(595)	(628)	(639)	(664)	(681)	
Expenditures (By Object)							
Wages & Benefits	228	231	250	250	260	268	
General Services	69	79	100	102	104	104	(1)
Materials	1	6	7	11	11	11	
Maintenance	86	121	121	125	128	129	
Utility -Fuel	63	66	66	67	73	78	
Utility -Power	108	118	110	110	114	117	
Total Expenditures (By Object)	555	621	654	665	690	707	

Note:

(1) Janitorial contracted costs and supplies. Contracted costs have increased due to new cleaning protocols associated with COVID-19.



GENERAL FUND - Community Services

FACILITIES DIVISION – WILDCAT CAFÉ

The Facilities Division maintains the Wildcat Café throughout the year. This includes maintaining the equipment and structure of the building and planning future repairs to the facility. This is all done keeping in mind that the facility is a living heritage site and must

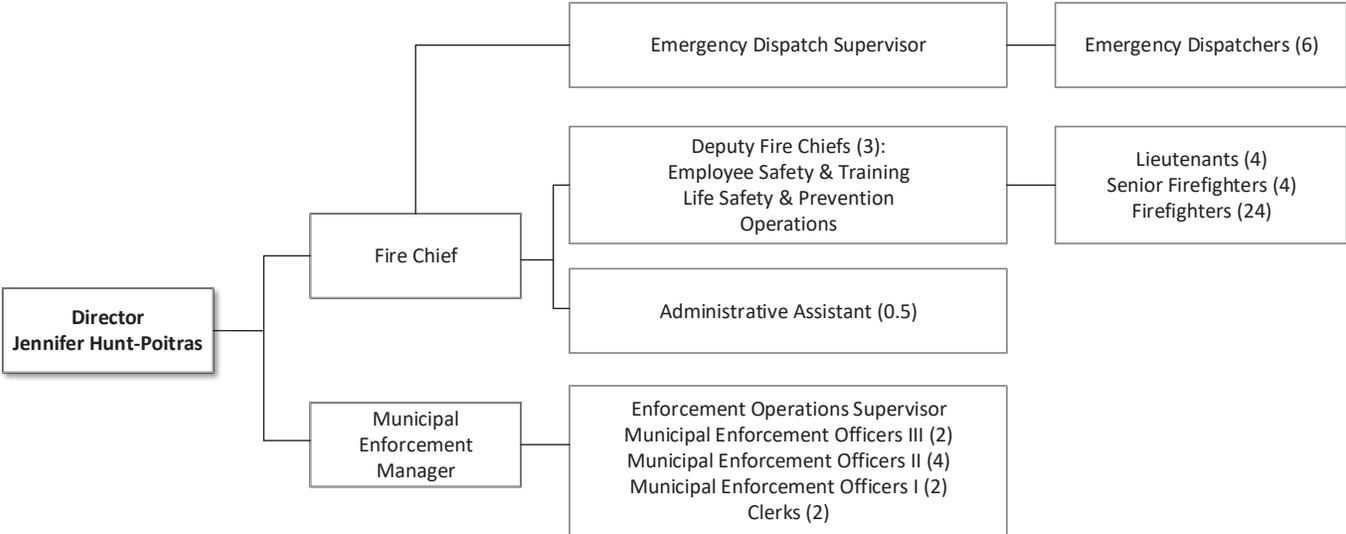
be preserved in its original state as long as possible. The Facilities Division also manages the contract for the operation of the Wildcat Café as a restaurant, including initiating a Request for Proposal to secure interested operators.

Wildcat Cafe Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
User Charges	14	10	-	10	10	10
Total Revenue	14	10	-	10	10	10
Expenditures (by Activity)						
Wildcat	17	26	23	25	26	26
Total Expenditures (By Activity)	17	26	23	25	26	26
Net Revenue (Expenditures)	(3)	(16)	(23)	(15)	(16)	(16)
Expenditures (By Object)						
General Services	4	3	3	3	3	3
Materials	1	1	1	1	1	1
Maintenance	3	9	9	10	10	10
Utility -Fuel	7	11	7	9	10	10
Utility -Power	2	2	3	2	2	2
Total Expenditures (By Object)	17	26	23	25	26	26

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Department Staffing



Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
Directorate	4.00	4.00	3.00	3.00	3.00	3.00	(1)
Fire	42.50	42.50	42.50	42.50	43.00	43.00	(2)
Municipal Enforcement	11.00	11.00	11.00	11.00	11.00	11.00	
	57.50	57.50	56.50	56.50	57.00	57.00	
Permanent	57.50	57.50	56.50	56.50	57.00	57.00	
	57.50	57.50	56.50	56.50	57.00	57.00	

Note

- (1) Emergency management functions are reported under Fire & Ambulance.
- (2) It is recommended that the 0.5 Person-Year for Administrative Assistant position becomes a full-time position in 2022.

GENERAL FUND - Public Safety

PUBLIC SAFETY DEPARTMENT

The Public Safety Department is responsible for three main service areas: emergency management (emergency preparedness & response), protective services (fire protection & prevention, emergency medical services, rescue, hazardous materials response, wildfire mitigation, emergency dispatch) and enforcement (municipal enforcement).

Public Safety Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	82	-	326	137	137	137	
User Charges	3,124	3,235	4,269	3,178	3,208	3,427	
Total Revenue	3,206	3,235	4,595	3,315	3,345	3,564	
Expenditures (By Division)							
Directorate	710	724	583	689	701	714	
Fire	6,200	6,471	8,686	6,617	6,916	7,060	
Municipal Enforcement	1,350	1,565	1,544	1,448	1,498	1,559	
Total Expenditures (By Division)	8,260	8,760	10,813	8,754	9,115	9,333	
Net Revenue (Expenditures)	(5,054)	(5,525)	(6,218)	(5,439)	(5,770)	(5,769)	
Expenditure (by Object)							
Wages & Benefits	7,313	7,587	7,540	7,527	7,880	8,102	
General Services	212	264	2,219	224	227	228	
Materials	442	574	717	701	695	680	
Maintenance	52	50	50	52	54	54	
Utility -Fuel	43	42	44	49	51	54	
Utility -Power	71	74	74	70	72	74	
Vehicle -O&M	127	169	169	131	136	141	
Total Expenditures (By Object)	8,260	8,760	10,813	8,754	9,115	9,333	



GENERAL FUND - Public Safety

Public Safety Directorate Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Administrative	70	72	58	69	70	71	
Long Term Planning & Priority Setting	142	145	116	138	140	143	
Public Inquiry & Communication	142	145	116	138	140	143	
Team Leadership	142	145	116	138	140	143	
Legislation & Governance	214	217	177	206	211	214	
Total Expenditures (By Activity)	710	724	583	689	701	714	
Net Revenue (Expenditures)	(710)	(724)	(583)	(689)	(701)	(714)	
Expenditures (By Object)							
Wages & Benefits	633	715	575	580	590	601	
General Services	3	3	2	3	3	3	
Materials	74	6	6	106	108	110	(1)
Total Expenditures (By Object)	710	724	583	689	701	714	

Note:

(1) Recommended allocations for 2021, 2022, and 2023 include \$100,000 for wildland fire mitigation.

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, All-Terrain Vehicles Act and the Dog Act. Officers conduct patrols in vehicles, on foot, and by bike and snowmobile. The division also enforces parking and maintains approximately 655 on-street parking meters. The division is comprised of:

- A manager who oversees the division's work, budget and policies.
- One supervisory constable who oversees the day-to-day activities of officers and the conduct of court prosecutions, and deals with public complaints.
- The division responds to public complaints and proactively enforces City by-laws and specific Territorial legislation through two shifts, each consisting of a shift supervisor and two constables.
- Two constables whose main duty is to enforce parking in the Central Business District.
- Two administrative positions who serve as the first point of contact for the public, process tickets and perform other required data entry, take telephone calls and dispatch complaints and information requests to officers or division management, as appropriate



GENERAL FUND - Public Safety

Municipal Enforcement Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Grants	14	-	-	-	-	-	(1)
User Charges	1,218	1,420	650	1,063	1,093	1,312	
Total Revenue	1,232	1,420	650	1,063	1,093	1,312	
Expenditures (by Activity)							
Administrative	406	468	463	436	452	469	
Court Duties	94	109	107	101	106	109	
Dog Control	67	79	77	73	76	79	
Parking Enforcement	202	234	230	216	224	232	
Public Inquiry & Communication	67	79	77	73	76	79	
Traffic Enforcement	512	593	586	550	570	594	
Rounding	2	3	4	(1)	(6)	(3)	
Total Expenditures (By Activity)	1,350	1,565	1,544	1,448	1,498	1,559	
Net Revenue (Expenditures)	(118)	(145)	(894)	(385)	(405)	(247)	
Expenditures (By Object)							
Wages & Benefits	1,129	1,205	1,175	1,222	1,274	1,330	
General Services	112	116	136	83	84	84	(2)
Materials	67	184	173	99	93	96	(3)
Utility -Fuel	7	8	8	9	10	11	
Utility -Power	5	7	7	6	6	6	
Vehicle O&M	30	45	45	29	31	32	
Total Expenditures (By Object)	1,350	1,565	1,544	1,448	1,498	1,559	

Note:

- (1) Bike rodeo donations.
- (2) Dog pound contracted costs, towing charges, and officer safety services.
- (3) Uniforms, materials, and parking meter maintenance. The 2020 allocation included \$95,000 for in-car radar units and cameras and coin counter and wrapper machines.

GENERAL FUND - Public Safety

FIRE DIVISION

The Fire Division is responsible for five areas of emergency response: fire protection, emergency medical services, hazardous materials response, rescue, and emergency dispatch. In addition to providing these response services, the Life Safety and Prevention Section is responsible for life safety programs through the delivery of educational activities promoting a safe community as well as fire inspection services to address local safety issues. This Section also manages the City's wildfire mitigation activity.



GENERAL FUND - Public Safety

Fire Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	68	-	326	137	137	137	(1)
User Charges	1,906	1,815	3,619	2,115	2,115	2,115	(2)
Total Revenue	1,974	1,815	3,945	2,252	2,252	2,252	
Expenditures (by Activity)							
Administrative	827	847	954	867	905	918	
Dispatch Centre	682	846	2,338	843	884	929	(3)
Life Safety & Prevention	278	282	318	288	301	306	
Operations	4,143	4,217	4,762	4,329	4,522	4,592	
Training	278	282	318	288	301	306	
Rounding	(8)	(3)	(4)	2	3	9	
Total Expenditures (By Activity)	6,200	6,471	8,686	6,617	6,916	7,060	
Net Revenue (Expenditures)	(4,226)	(4,656)	(4,741)	(4,365)	(4,664)	(4,808)	
Expenditures (By Object)							
Wages & Benefits	5,551	5,667	5,790	5,725	6,016	6,171	(4)
General Services	97	145	2,081	138	140	141	(5)
Materials	301	384	538	496	494	474	(6)
Maintenance	52	50	50	52	54	54	
Utility -Fuel	36	34	36	40	41	43	
Utility -Power	66	67	67	64	66	68	
Vehicle O&M	97	124	124	102	105	109	
Total Expenditures (By Object)	6,200	6,471	8,686	6,617	6,916	7,060	

Note:

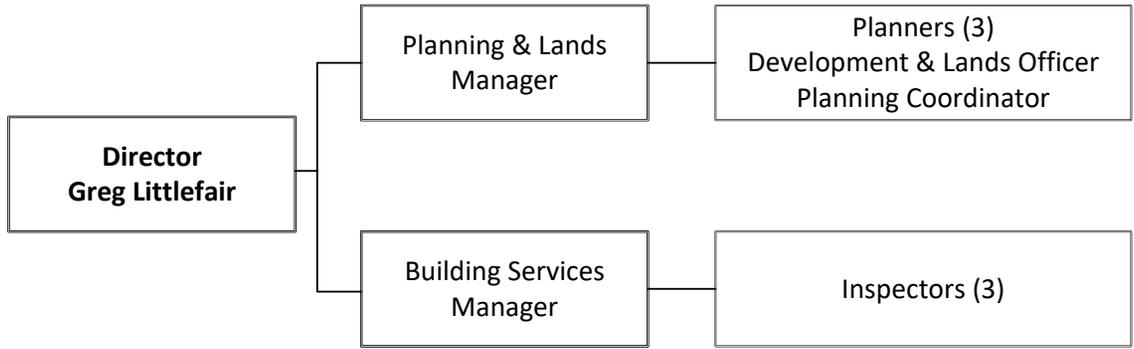
- (1) The 2020 Forecast includes \$176,143 in CCNP Wildfire Mitigation Funding and a \$150,000 Giant Mine Municipal Services Grant.
- (2) It includes \$1.8 million COVID-19 recoveries.
- (3) In 2020, the emergency dispatch function was transferred to the Fire Division; all the related data have been restated in this budget presentation.
- (4) It is recommended that the 0.5 Administrative Assistant position become full-time in 2022.
- (5) Telephone and medical director costs. 2020 Forecast includes wildfire mitigation and COVID-19 expenses that are offset by funding.
- (6) Medical materials and supplies, protective gear and uniforms. The 2020 forecast and 2021-2023 Budget data are higher than 2020 Budget as they include \$150,000 (2020) and \$100,000 (2021 onwards) Giant Mine municipal service projects which are fully funded by government grants.

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GENERAL FUND - Planning & Development

Department Staffing



Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 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 additional Development and Lands Officer position is recommended for 2022.

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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	335	289	308	281	281	281	
Total Revenue	335	289	308	281	281	281	
Expenditures (By Division)							
Directorate	520	570	414	673	581	607	
Planning & Lands	615	755	737	716	921	956	
Building Services	369	374	396	381	388	396	
Total Expenditures (By Division)	1,504	1,699	1,547	1,770	1,890	1,959	
Net Revenue (Expenditures)	(1,169)	(1,410)	(1,239)	(1,489)	(1,609)	(1,678)	
Expenditure (by Object)							
Wages & Benefits	1,322	1,496	1,344	1,498	1,678	1,744	(1)
General Services	142	128	128	199	137	138	(2)
Materials	16	70	70	70	72	74	(3)
Vehicle -O&M	3	5	5	3	3	3	
Total Expenditures (By Object)	1,483	1,699	1,547	1,770	1,890	1,959	

Note:

- (1) One additional Development and Lands Officer position is recommended for 2022.
- (2) The 2021 Budget includes \$116,406 for Zoning By-law, Building By-law, and quarry specifications.
- (3) Heritage Committee expenses and office overhead.



GENERAL FUND - Planning & Development

Planning & Development Directorate Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Administrative	52	58	42	68	59	61	
Long Term Planning & Priority Setting	103	114	83	135	116	121	
Public Inquiry & Communication	129	142	103	168	145	151	
Team Leadership	52	58	42	68	59	61	
Legislation & Governance	184	198	144	234	202	213	
Total Expenditures (By Activity)	520	570	414	673	581	607	
Net Revenue (Expenditures)	(520)	(570)	(414)	(673)	(581)	(607)	
Expenditures (By Object)							
Wages & Benefits	472	556	400	543	566	591	
General Services	48	9	9	125	10	10	(1)
Materials	-	5	5	5	5	6	
Total Expenditures (By Object)	520	570	414	673	581	607	

Note:

(1) The 2021 Budget includes \$116,406 for Zoning By-law, Building By-law, and quarry specifications.

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 Community 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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	75	60	45	40	40	40	
Total Revenue	75	60	45	40	40	40	
Expenditures (by Activity)							
Administration & Enforcement of Land Admn By-Law	214	264	258	251	321	333	
Administration & Enforcement of Zoning By-law	245	301	294	287	367	380	
Legislation & Governance	61	76	74	73	93	96	
Long Term Planning & Priority Setting	90	112	109	106	137	142	
Rounding	5	2	2	(1)	3	5	
Total Expenditures (By Activity)	615	755	737	716	921	956	
Net Revenue (Expenditures)	(540)	(695)	(692)	(676)	(881)	(916)	
Expenditures (By Object)							
Wages & Benefits	489	579	561	586	736	769	(1)
General Services	90	113	113	67	120	121	(2)
Materials	14	62	62	62	64	65	(3)
Vehicle O&M	1	1	1	1	1	1	
Others	21	-	-	-	-	-	
Total Expenditures (By Object)	615	755	737	716	921	956	

Note:

- (1) One additional Development and Lands Officer position is recommended for 2022.
- (2) The 2021 to 2023 allocations include \$50,000 for Capital Area Committee operations.
- (3) Heritage Committee expenses and office overhead.

GENERAL FUND - Planning & Development

BUILDING SERVICES DIVISION

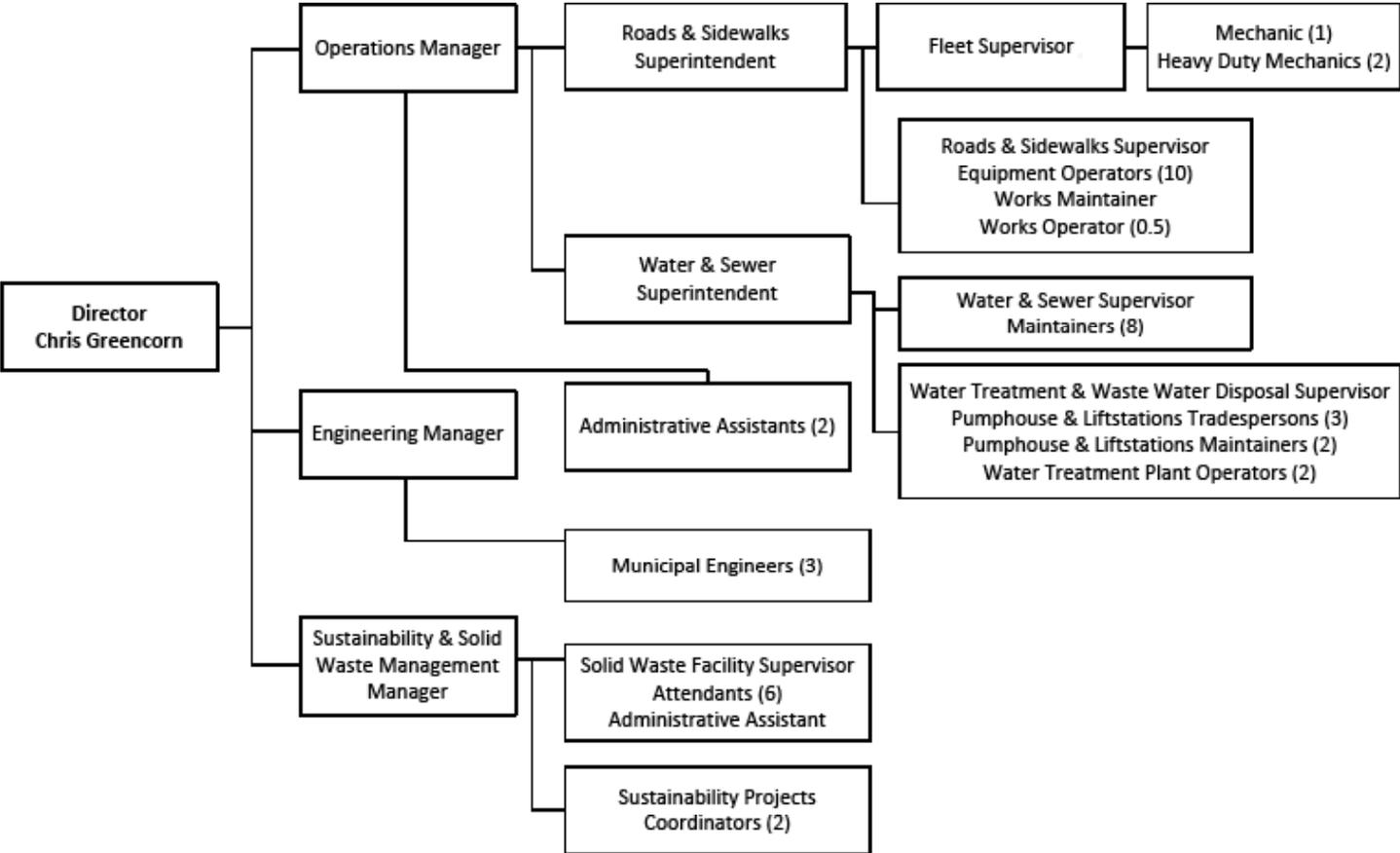
The Building Services Division issues building and mechanical permits for all types of buildings. The construction process is followed by the City's building inspectors to ensure the safety and standards of all new construction in Yellowknife.

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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
User Charges	260	229	263	241	241	241
Total Revenue	260	229	263	241	241	241
Expenditures (by Activity)						
Administration & Enforcement of Building By-law	277	282	298	287	292	298
Public Inquiry & Communication	36	36	38	37	37	38
Legislation & Governance	56	56	60	57	59	60
Total Expenditures (By Activity)	369	374	396	381	388	396
Net Revenue (Expenditures)	(109)	(145)	(133)	(140)	(147)	(155)
Expenditures (By Object)						
Wages & Benefits	361	361	383	369	376	384
General Services	4	6	6	7	7	7
Materials	2	3	3	3	3	3
Vehicle O&M	2	4	4	2	2	2
Total Expenditures (By Object)	369	374	396	381	388	396



Department Staffing



GENERAL FUND - Public Works & Engineering

Staffing Summary

Staffing Summary	2019 Actual	2020 Budget	2020 Forecast	2021 Budget	2022 Budget	2023 Budget	Note
Directorate	6.00	6.00	6.00	6.00	6.00	6.00	
City Garage	4.46	4.46	4.46	4.46	4.46	4.46	
Roads & Sidewalks	15.81	15.81	15.81	15.56	17.56	17.56	(1) &(2)
Solid Waste Management	9.18	9.68	9.68	10.07	10.07	10.07	(1) &(3)
Water and Sewer	20.93	21.95	21.95	21.95	21.95	21.95	(4)
	56.38	57.90	57.90	58.04	60.04	60.04	
Permanent	52.00	53.00	53.00	53.00	56.00	56.00	
Part-time/Casual/Term	3.38	4.90	4.90	5.04	4.04	4.04	(4)
	55.38	57.90	57.90	58.04	60.04	60.04	

Note

- (1) 0.5 Person-Year will be transferred from Roads & Sidewalks to Solid Waste Management in 2021.
- (2) Two additional positions are recommended in 2022, namely Works Maintainer and Equipment Operator.
- (3) 0.5 Person-Year for Solid Waste Facility Attendant 1 position was added in 2020.
- (4) One three-year term Municipal Engineer position was added in 2019. It is recommended that it becomes a permanent position in 2022.



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 Sustainability and 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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
Grants	247	-	-	-	-	-
User Charges	540	500	365	363	363	363
Total Revenue	787	500	365	363	363	363
Expenditures (By Division)						
Directorate	1,012	873	936	898	926	947
City Garage (Fleet Management)	760	924	854	822	847	866
Public Transit	1,694	1,908	1,902	2,380	2,428	2,446
Roads & Sidewalks	3,708	4,320	4,312	4,197	4,513	4,564
Total Expenditures (By Division)	7,174	8,025	8,004	8,297	8,714	8,823
Net Revenue (Expenditures)	(6,387)	(7,525)	(7,639)	(7,934)	(8,351)	(8,460)
Expenditure (by Object)						
Wages & Benefits	2,965	3,274	3,310	3,286	3,532	3,606
General Services	2,307	2,395	2,630	2,897	2,958	2,981
Materials	617	684	721	707	765	729
Maintenance	(4)	5	5	5	5	5
Utility -Fuel	46	55	46	47	49	52
Utility -Power	895	969	951	929	950	971
Vehicle -O&M	1,030	1,581	1,279	1,205	1,284	1,347
Internal Recoveries	(682)	(938)	(938)	(779)	(829)	(868)
Total Expenditures (By Object)	7,174	8,025	8,004	8,297	8,714	8,823



GENERAL FUND - Public Works & Engineering

Public Works & Engineering Directorate Budget	2019	2020	2020	2021	2022	2023	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	247	-	-	-	-	-	(1)
Total Revenue	247	-	-	-	-	-	
Expenditures (by Activity)							
Administrative	100	87	93	89	92	94	
Long Term Planning & Priority Setting	405	350	374	359	371	379	
Public Inquiry & Communication	150	130	140	134	139	142	
Team Leadership	100	87	93	89	92	94	
Legislation & Governance	257	219	236	227	232	238	
Total Expenditures (By Activity)	1,012	873	936	898	926	947	
Net Revenue (Expenditures)	(765)	(873)	(936)	(898)	(926)	(947)	
Expenditures (By Object)							
Wages & Benefits	835	832	870	857	884	905	
General Services	161	13	38	14	14	14	(1)
Materials	12	23	23	23	24	24	
Vehicle O&M	4	5	5	4	4	4	
Total Expenditures (By Object)	1,012	873	936	898	926	947	

Note:

(1) The 2019 Actual and 2020 Forecast include the Smart Cities Challenge which was funded by federal grants.

GENERAL FUND - Public Works & Engineering

City Garage Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Total Revenue	-	-	-	-	-	-	
Expenditures (by Activity)							
Fleet Repair & Maintenance	1,153	1,490	1,435	1,280	1,342	1,388	
Garage & City Yard Maintenance	216	277	268	239	252	260	
Standby Generator Maintenance	71	93	90	79	85	87	
Maintenance Costs Allocated	(682)	(938)	(938)	(779)	(829)	(868)	(1)
Rounding	2	2	(1)	3	(3)	(1)	
Total Expenditures (By Activity)	760	924	854	822	847	866	
Net Revenue (Expenditures)	(760)	(924)	(854)	(822)	(847)	(866)	
Expenditures (By Object)							
Wages & Benefits	437	576	515	579	593	603	
General Services	117	32	227	33	35	35	
Materials	92	59	59	60	61	62	
Utility -Fuel	46	55	46	47	49	52	
Utility -Power	51	55	55	55	57	58	
Vehicle O&M	699	1,085	890	827	881	924	
Internal Recoveries	(682)	(938)	(938)	(779)	(829)	(868)	(1)
Total Expenditures (By Object)	760	924	854	822	847	866	

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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	431	400	263	263	263	263	
Total Revenue	431	400	263	263	263	263	
Expenditures (by Activity)							
Transit Operations	1,694	1,908	1,902	2,380	2,428	2,446	
Total Expenditures (By Activity)	1,694	1,908	1,902	2,380	2,428	2,446	
Net Revenue (Expenditures)	(1,263)	(1,508)	(1,639)	(2,117)	(2,165)	(2,183)	
Expenditures (By Object)							
General Services	1,685	1,895	1,889	2,367	2,415	2,433	(1)
Materials	7	8	8	8	8	8	
Maintenance	2	5	5	5	5	5	
Total Expenditures (By Object)	1,694	1,908	1,902	2,380	2,428	2,446	

Note:

(1) Current transit contract expires in August 2021 and new contracted costs are expected to increase for the coming years.

GENERAL FUND - Public Works & Engineering

Roads & Sidewalks Budget	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges	109	100	102	100	100	100	(1)
Total Revenue	109	100	102	100	100	100	
Expenditures (by Activity)							
Administrative	183	214	213	207	222	224	
Snow & Ice Control	1,667	1,945	1,944	1,890	2,033	2,053	
Storm & Ditch Maintenance	183	214	213	207	222	224	
Street Maintenance	1,299	1,514	1,511	1,470	1,578	1,597	
Traffic Signals & Lighting	373	433	433	420	453	457	
Rounding	3	-	(2)	3	5	9	
Total Expenditures (By Activity)	3,708	4,320	4,312	4,197	4,513	4,564	
Net Revenue (Expenditures)	(3,599)	(4,220)	(4,210)	(4,097)	(4,413)	(4,464)	
Expenditures (By Object)							
Wages & Benefits	1,693	1,866	1,925	1,850	2,055	2,098	(2)
General Services	344	455	476	483	494	499	
Materials	506	594	631	616	672	635	
Maintenance	(6)	-	-	-	-	-	
Utility -Power	844	914	896	874	893	913	
Vehicle O&M	327	491	384	374	399	419	
Total Expenditures (By Object)	3,708	4,320	4,312	4,197	4,513	4,564	

Note:

- (1) Quarry revenues.
- (2) The Maintainer position, which is currently shared with Solid Waste Management Division (SWMD), will be reported fully under SWMD in 2021. Two additional positions are recommended for 2022, namely Works Maintainer and Equipment Operator.



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Fees							
Solid Waste Levy	1,117	1,154	1,154	1,209	1,265	1,323	(1)
Tipping Fees	2,380	2,323	2,050	2,293	2,490	2,701	(1)
Sales of Recyclables	5	10	5	5	5	5	
Total Revenue	3,502	3,487	3,209	3,507	3,760	4,029	
Net Revenue	3,502	3,487	3,209	3,507	3,760	4,029	
Expenditures (By Activity)							
Waste Collection	373	392	392	419	435	449	
Waste Processing	1,454	1,531	1,474	1,608	1,670	1,713	
Waste Recycling	298	442	431	451	464	473	
Site Restoration/Closure							
Annual Accrual	859	436	502	511	522	534	
Amortization	1,044	1,085	790	1,145	1,145	798	
Total Expenditures	4,028	3,886	3,589	4,134	4,236	3,967	
Net Revenue (Expenditures)	(526)	(399)	(380)	(627)	(476)	62	
Interfund Transfers							
(To) From General Fund	(342)	(340)	(340)	(349)	(358)	(367)	(2)
Total Interfund Transfers	(342)	(340)	(340)	(349)	(358)	(367)	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(868)	(739)	(720)	(976)	(834)	(305)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,044	1,085	790	1,145	1,145	798	
Change in Fund Balance	176	346	70	169	311	493	
Opening Balance	(12,998)	(12,705)	(12,822)	(12,752)	(12,583)	(12,272)	
Closing Balance	(12,822)	(12,359)	(12,752)	(12,583)	(12,272)	(11,779)	(3)

SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Expenditures (By Object)							
Wages & Benefits	990	1,192	1,069	1,254	1,305	1,339	(4)
General Services	787	787	863	841	868	888	
Materials	36	62	62	65	66	67	
Maintenance	133	93	93	97	99	100	
Utility -Fuel	43	57	65	74	77	80	
Utility -Power	59	65	65	63	65	67	
Vehicle O&M & Fuel	77	109	80	84	89	94	
Amortization	1,044	1,085	790	1,145	1,145	798	
Others	859	436	502	511	522	534	
Total Expenditures (By Object)	4,028	3,886	3,589	4,134	4,236	3,967	

Note:

- (1) Revenues are estimated based on user fee increases of 4% each year from 2021 to 2023. Starting in 2021, the vehicle charge for disposal of residential waste increases from \$10 to \$15.
- (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 \$0.8M since 2015.
- (4) 0.5 Person-Year for Solid Waste Attendant 1 position was added in 2020. The Maintainer position, which is currently shared with Roads & Sidewalks Division, will be reported fully under this division, beginning in 2021.



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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
Government Grants	386	386	386	386	386	386	
User Charges							
Piped Water	7,868	8,081	8,081	8,360	8,372	8,383	(1)
Trucked Water	1,374	1,431	1,431	1,428	1,433	1,438	(1)
Other User Charges	105	116	48	100	100	100	(2)
Total Revenue	9,733	10,014	9,946	10,274	10,291	10,307	
Allocated to Capital	(748)	(847)	(847)	(1,000)	(1,000)	(1,000)	
Net Revenue	8,985	9,167	9,099	9,274	9,291	9,307	
Expenditures (By Activity)							
Sewage Disposal	2,152	2,319	2,303	2,331	2,411	2,478	
Water Distribution	4,687	5,586	5,361	5,395	5,577	5,737	
Amortization	6,057	6,049	5,799	6,156	6,415	6,538	
Total Expenditures	12,896	13,954	13,463	13,882	14,403	14,753	
Net Revenue (Expenditures)	(3,911)	(4,787)	(4,364)	(4,608)	(5,112)	(5,446)	
Interfund Transfers							
(To) From General Fund	(1,243)	(1,255)	(1,255)	(1,145)	(1,174)	(1,203)	(3)
Total Interfund Transfers	(1,243)	(1,255)	(1,255)	(1,145)	(1,174)	(1,203)	
Change in Fund Balance							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(5,154)	(6,042)	(5,619)	(5,753)	(6,286)	(6,649)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,057	6,049	5,799	6,156	6,415	6,538	
Change in Fund Balance	903	7	180	403	129	(111)	
Opening Balance	316	737	1,219	1,399	1,802	1,931	
Closing Balance	1,219	744	1,399	1,802	1,931	1,820	

WATER & SEWER FUND

Water & Sewer Fund	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Expenditures (By Object)							
Wages & Benefits	2,295	2,643	2,619	2,734	2,805	2,867	(4)
General Services	2,084	2,579	2,474	2,386	2,464	2,531	(5)
Materials	360	418	424	428	437	448	
Maintenance	73	78	78	81	83	85	
Utility -Fuel	529	551	525	550	600	635	
Utility -Power	1,390	1,481	1,431	1,417	1,459	1,501	
Vehicle O&M & Fuel	108	155	113	130	140	148	
Amortization	6,057	6,049	5,799	6,156	6,415	6,538	
Total Expenditures (By Object)	12,896	13,954	13,463	13,882	14,403	14,753	

Note:

- (1) Revenues are estimated based on no user fees increase for 2021 to 2023.
- (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. It is recommended that it become a permanent position in 2022.
- (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	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue							
User Charges							
Land Leases & Other Revenue	390	350	419	500	505	510	
Land Sales	3,190	2,306	1,250	2,492	2,607	2,224	(1)
Total Revenue	3,580	2,656	1,669	2,992	3,112	2,734	
Expenditures (By Activity)							
Land	150	404	298	892	1,124	1,289	(2)
Total Expenditures	150	404	298	892	1,124	1,289	
Net Revenue (Expenditure)	3,430	2,252	1,371	2,100	1,988	1,445	

LAND DEVELOPMENT FUND

Land Development Fund	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Interfund Transfers							
(To) From General Fund	(193)	(377)	(377)	(379)	(389)	(398)	(3)
(To) From Reserve	(25)	(20)	(20)	(20)	(20)	(20)	
(To) From Capital Fund	(43)	-	(144)	(210)	(2,000)	(2,000)	(4) & (5)
Total Interfund Transfers	(261)	(397)	(541)	(609)	(2,409)	(2,418)	
Change in Fund Balance	3,169	1,855	830	1,491	(421)	(973)	
Opening Balance	4,110	6,447	7,279	8,109	9,600	9,179	
Closing Balance	7,279	8,302	8,109	9,600	9,179	8,206	

Note:

- (1) Land sale estimates for 2021 through 2023 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.
\$1,900,000 Niven Lake Revine Multi-use Trails will be carried forward to 2021 and will reduce the closing balance when the budget is spent.
- (5) 2021 Budget allocation includes \$39,500 Niven Lake Phase V Subdivision Plan and \$170,000 Kam Lake Subdivision Plan.



SERVICE CONNECTION FAILURE ASSISTANCE FUND

The Service Connection Failure Assistance Fund provides property owners with financial aid towards the repair of water and sewer service failures that occur between the City main and a building foundation. It is funded by a levy on monthly utility bills and governed by City of Yellowknife By-law No. 4664.

Service Connection Failure Assistance Fund	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)
Revenue						
User Charges						
Insurance Premium	1,210	1,200	1,200	1,200	1,200	1,200
Insurance Deductible	25	40	40	40	40	40
Total Revenue	1,235	1,240	1,240	1,240	1,240	1,240
Expenditures (By Activity)						
Contracted Services	475	861	861	811	801	790
Materials	107	123	123	122	124	127
Labour & Equipment	210	256	256	308	315	323
Total Expenditures	792	1,240	1,240	1,241	1,240	1,240
Net Revenue (Expenditure)	443	-	-	(1)	-	-
Interfund Transfers						
Total Interfund Transfers	-	-	-	-	-	-
Change in Fund Balance	443	-	-	(1)	-	-
Opening Balance	1,168	1,323	1,611	1,611	1,610	1,610
Closing Balance	1,611	1,323	1,611	1,610	1,610	1,610

SERVICE CONNECTION FAILURE ASSISTANCE FUND

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Capital Fund Summary	2019 Actuals (\$000's)	2019 Carryforward (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Revenue								
Taxation	1,491	-	-	-	269	1,300	1,300	
Government Transfers								
Formula Funding	7,828	-	7,828	7,828	7,829	7,828	7,828	
Other Grants	6,960	-	10,999	8,309	12,249	25,291	16,302	
User Charges	2,656	-	2,830	2,830	2,998	3,001	3,003	
Total Revenue	18,935	-	21,657	18,967	23,345	37,420	28,433	
Expenditures	11,163	12,526	19,012	18,224	15,501	36,204	36,138	
Carryforward Projects	-	-	3,009	-	3,503	-	-	(1)
Total Expenditures	11,163	12,526	22,021	18,224	19,004	36,204	36,138	
Net Revenue (Expenditures)	7,772	(12,526)	(364)	743	4,341	1,216	(7,705)	
Debentures								
Debenture Proceeds	-	-	-	-	-	-	6,000	(2)
Debenture Interest	(515)	-	(463)	(435)	(409)	(354)	(360)	(3)
Debt Principal Repayments	(1,606)	-	(1,658)	(1,658)	(1,711)	(1,765)	(1,890)	(3)
Debenture Total	(2,121)	-	(2,121)	(2,093)	(2,120)	(2,119)	3,750	
Interfund Transfers								
To Reserve	(1,940)	-	(2,130)	(2,130)	(2,120)	(2,000)	(2,180)	
From Reserve	2,027	-	4,368	3,418	1,980	2,490	1,676	
(To) From Land Development Fund	43	-	-	144	210	2,000	2,000	
Total Interfund Transfers	130	-	2,238	1,432	70	2,490	1,496	
Change in Fund Balance	5,781	(12,526)	(247)	82	2,291	1,587	(2,459)	
Opening Balance	13,932	-	14,914	19,713	19,795	22,086	23,673	
Closing Balance	19,713	(12,526)	14,667	19,795	22,086	23,673	21,214	

Note:

- (1) Carryforward amounts exclude those projects to be financed by reserves and deferred revenues.
- (2) In 2023, the City is planning to borrow \$6 million for the proposed Aquatic Centre (based on an estimated project cost of \$49.875 million).
- (3) Debt principal repayments and debenture interest for 2023 include the annual payments of existing debts and the new Aquatic Centre loan of \$6 million.

CAPITAL FUND

Capital Financing	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Notes
Property Taxation							
Debt Principal	1,606	1,658	1,658	1,711	1,765	1,890	
Debt Interest	515	463	435	409	354	360	
Additional	(630)	(2,121)	(2,093)	(1,851)	(819)	(950)	
Total Property Taxation	1,491	-	-	269	1,300	1,300	
Formula Funding	7,828	7,828	7,828	7,829	7,828	7,828	
Grants							
Government of Canada							
Gas Tax Rebate	2,036	1,722	2,630	6,351	11,499	7,983	
Clean Water & Wastewater Fund	1,196	-	197	-	-	-	
Investing in Canada Infrastructure Program	-	2,756	1,200	1,350	2,100	2,100	
Disaster Mitigation & Adaption Fund	-	750	135	750	750	750	
Community Capacity Building Fund	-	313	320	-	-	-	
Build Canada Funding	-	2,375	300	-	7,999	2,526	
Other Government of Canada Grants	3	-	-	-	-	-	
Total Government of Canada Grants	3,235	7,916	4,782	8,451	22,348	13,359	
Government of the NWT							
Community Public Infrastructure Fund	1,968	2,863	2,750	3,718	2,863	2,863	
MACA Recreation Grant	80	80	80	80	80	80	
Other GNWT Grants	1,636	-	432	-	-	-	
Total Government of the NWT Grants	3,684	2,943	3,262	3,798	2,943	2,943	
Donations	41	140	265	-	-	-	
Total Grants	6,960	10,999	8,309	12,249	25,291	16,302	
User Charges							
Water & Sewer Allocation	748	847	847	1,000	1,000	1,000	
Water & Sewer Infrastructure Levy	1,908	1,983	1,983	1,998	2,001	2,003	
Total User Charges	2,656	2,830	2,830	2,998	3,001	3,003	



Capital Financing	2019 Actuals (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Notes
Interfund Transfers							
From Reserves							
Information Technology	472	612	1,073	627	492	542	
Major Community Facility	-	2,430	-	-	720	-	
Mobile Equipment Replacement	1,481	1,326	2,243	1,353	1,278	1,134	
Downtown Development	74	-	-	-	-	-	
Heritage	-	-	102	-	-	-	
Total Transfers from Reserve	2,027	4,368	3,418	1,980	2,490	1,676	
To Reserve							
Information Technology	(600)	(700)	(700)	(650)	(500)	(550)	
Mobile Equipment Replacement	(1,340)	(1,430)	(1,430)	(1,470)	(1,500)	(1,630)	
Total Transfers to Reserve	(1,940)	(2,130)	(2,130)	(2,120)	(2,000)	(2,180)	
To Solid Waste Management Fund							
From Land Development Fund							
To Capital Fund	43	-	144	210	2,000	2,000	
Total Interfund Transfers	130	2,238	1,432	70	2,490	1,496	
Total Capital Financing	19,065	23,895	20,399	23,415	39,910	29,929	

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CAPITAL FUND - 2021 Capital Projects

Capital Projects	2019 Actuals (\$000's)	2019 CarryForward (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
50 St Revitalization/DT Multi-Purpose Building Study	-	75	-	-	-	-	-	
Accessibility Audit/Implementation	109	487	584	1,071	581	567	595	
Aquatic Centre	27	1,723	4,805	400	-	15,997	15,312	
Arbour Development Study	-	-	-	-	50	-	-	
Art & Culture Master Plan	-	-	-	-	75	-	-	
Asset Management	-	-	409	50	-	280	475	
Backup Power Liftstation Generator Installation	17	423	100	400	-	-	-	
Bailing Facility- Mechanical Upgrades	2	42	-	42	-	-	-	
Ban Commercial Cardboard	-	25	-	25	-	-	-	
Bike Park	15	-	-	-	-	-	-	
Bristol Freighter Repainting	-	55	-	102	-	-	-	
Budget Management	-	25	-	25	-	-	-	
Bunker Gear	12	-	-	-	-	-	-	
Capital Area Development Plan	-	-	-	-	-	60	-	
Centralized Composting Program	2	-	-	-	-	-	-	
CEP City Hall Boiler Design	20	361	-	361	-	-	-	
CEP Community Outreach	8	32	-	32	-	-	-	
CEP Interior LED Lighting	4	354	-	354	-	-	-	
CEP Transportation Initiatives	(3)	-	-	-	-	-	-	
CEP Waste Strategic Plan	-	50	-	50	-	-	-	
City Hall Upgrades	1	357	367	724	-	-	-	
Class Replacement	51	57	-	57	-	-	-	
Client Hardware Renewals	126	-	-	-	-	-	-	
CMP/W&S Federal Funded	490	10	-	105	-	-	-	
CMP/W&S Federal Funded - PAVING	791	-	-	7	-	-	-	
Columbarium Park	-	-	100	100	150	-	-	
Community Arena Ammonia Safety	-	-	-	-	210	-	-	
Community Energy Plan Projects	156	152	-	152	120	2,620	120	
CS Land Fund Capital Projects	43	2,027	-	144	-	-	-	
Curling Club Upgrades	-	-	36	22	-	-	-	
Data Storage Infrastructure	-	-	-	-	-	-	175	
Design and Construction Standards	5	70	-	70	-	-	-	
Dispatch Console	-	130	-	169	-	-	-	
Drainage Improvements	40	-	-	-	-	-	-	
Electronic Tendering	-	-	-	7	-	-	-	
Email Management	-	-	90	90	-	-	-	
Emergency Equipments & Vehicles (Class 8)	443	-	-	-	-	-	-	
Emergency Radio Infrastructure Renewal	-	-	-	-	90	-	-	
FDM Software	-	34	65	98	-	-	-	
Fire Hall Emergency Generator	7	180	120	-	-	-	-	
Fire Hall Improvement/Study	-	65	-	50	-	-	-	

CAPITAL FUND - 2021 Capital Projects

Capital Projects	2019 Actuals (\$000's)	2019 CarryForward (\$000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	Note
Firehall Emergency Response Equipment	-	-	-	-	69	-	-	
Firehall Minor Renovations	-	-	-	-	251	-	-	
Fleet Management	-	917	1,326	2,243	1,353	1,278	1,134	
Folk on the Rocks Rehabilitation	100	-	-	125	-	-	-	
General Plan Review	134	-	-	1	-	-	-	
GIS Enhancements	19	-	-	-	-	-	-	
Heavy Duty Vehicles (Class 4)	514	-	-	-	-	-	-	
Heavy Equipment (Class 5)	379	-	-	-	-	-	-	
Hydraulic Rescue Tools	-	-	-	-	-	60	-	
Implementation of 50/50 Recommendations	-	25	-	-	-	-	-	
Information Technology Infrastructure Renewal	-	94	337	337	337	367	367	
Intersections Widening & New Traffic Lights	65	30	-	30	-	-	-	
Lagoon Control Structure Replacement	18	32	250	50	550	-	-	
Lagoon Sludge Removal	31	469	-	30	1,800	2,800	2,800	
Land Fund Capital Projects	-	-	-	-	210	2,000	2,000	
Landfill Fire Control & Risk Reduction Plan	-	25	-	25	-	-	-	
Library Upgrades	-	-	94	116	-	80	-	
Light Duty Vehicles (Class 2)	34	-	-	-	-	-	-	
McMeekan Causeway Abutment Stabilization	25	425	-	375	-	-	-	
Medium Duty Fleet (Class 3)	45	-	-	-	-	-	-	
Monitoring Well Installation	29	75	-	75	-	-	-	
Multiplex Ice Plant Ammonia Safety	-	-	-	-	170	-	-	
Multiplex Ice Plant Maintenance/Upgrade	-	-	595	595	-	-	-	
Multiplex Upgrade	131	-	-	-	-	-	-	
Municipal Enforcement Vehicles (Class 7)	66	-	-	-	-	-	-	
Network Infrastructure	46	-	-	2	-	-	-	
New Landfill Cell Design	-	-	-	-	350	-	4,500	
New Landfill/ Landfill Expansion	-	45	-	45	-	-	-	
Park Development	-	-	139	139	-	90	-	
Park Equipment Replacement	-	-	-	-	-	135	115	
Parking Structure Feasibility Study	-	-	75	75	-	-	-	
Paving & Foundation Repairs	70	-	-	5	-	-	-	
Paving Program	3,584	-	3,680	2,800	2,500	3,000	3,500	
Permitting System Evaluation/Replacement	-	-	-	-	125	125	-	
PH#4 Water Truckfill Safety Project	-	-	-	-	350	-	-	
Phone System	-	360	-	360	-	-	-	
PHs- New Piping	193	-	-	-	-	-	-	
Playground Upgrades -Olexin and Forrest Drive	-	-	-	-	115	-	-	
Potable Water Reservoir Repairs	-	871	-	-	-	-	-	
Preventative Maint. for Multi-Facility Generator	85	-	-	-	-	-	-	
Printers & Multifunction Devices	44	-	-	-	-	-	-	
Propane-Fueled Fire Trainer	98	-	-	-	-	-	-	



CAPITAL FUND - 2021 Capital Projects

Capital Projects	2019	2019	2020	2020	2021	2022	2023	Note
	Actuals (\$000's)	CarryForward (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget (\$000's)	Budget (\$000's)	Budget (\$000's)	
Public Transit Review	33	17	-	62	-	-	-	
Public Work Garage Upgrade	41	-	-	-	-	-	-	
Pump Replacement Program	39	79	100	134	-	-	-	
Pumphouse & Liftstation Upgrades	34	50	-	50	-	-	-	
Pumphouse 1 Infrastructure Upgrades	22	-	-	-	-	-	-	
Range Lake Area Development Plan	-	-	-	-	-	60	-	
Recycling Vehicles & Scrap Steel	-	-	-	5	-	-	-	
Revitalization Strategy for Downtown	74	-	-	-	-	-	-	
RIMP Building Structural Assessment	-	-	-	-	-	75	-	
Rotary Range Lake Trail	-	-	-	-	-	210	-	
SCADA Upgrades (Federal)	168	150	-	150	-	-	-	
SCBA Compressor and Fill Station	-	-	-	-	-	80	-	
School Draw Parking Lot Improvement	14	-	-	-	-	-	-	
Secondary Site & Data Replication	-	10	-	10	-	-	-	
Self-Contained Breathing Apparatus- Heads Up Display	-	225	225	350	-	-	-	
Server & Storage Infrastructure	25	-	-	-	-	-	-	
Sewage Force Main Twinning/ Repairs and Retention	32	218	250	300	150	750	-	
Site Restoration	3	196	-	196	-	-	-	
Solid Waste Facility Upgrades	-	200	-	200	-	-	-	
Stanton Equipment Relocation	150	-	-	-	-	-	-	
Submarine Water Supply Line Replacement	57	-	1,000	100	1,000	1,000	1,000	
Sustainability Coordinator	87	-	120	120	-	-	-	
SWMP Implementation	4	96	-	96	-	-	-	
Tommy Forrest Ball Park Upgrades	45	-	200	200	-	-	-	
Traffic Light Upgrades	53	27	90	117	70	70	70	
Trail Enhancement & Connectivity	6	-	-	-	-	-	-	
Transfer Station & Cell Access Improvement	-	110	-	110	-	-	-	
Transit Upgrades (Federal)	68	-	-	-	-	-	-	
Twin Pine Hill Trail Development	20	-	-	-	-	-	-	
Voice Radio Support Equipment	12	-	-	-	-	-	-	
Water & Sewer Infrastructure Replacement	1,911	750	3,650	3,400	4,750	4,500	3,975	
Water & Sewer Piped Services Expansion Study	56	14	-	14	-	-	-	
Water & Sewer Replacement - PAVING	10	-	-	-	-	-	-	
Webcasting	-	-	185	185	-	-	-	
Weigh Out Station At SWF	104	196	-	196	-	-	-	
Wildland Fire Mitigation Emergency Measures	6	86	-	86	-	-	-	
Wiley Road Improvement (Smart Growth/Harbour Plan)	13	-	-	-	-	-	-	
Wireless Infrastructure	-	-	-	-	75	-	-	
YKCA Upgrades	-	-	20	8	-	-	-	
Total Capital Projects	11,163	12,526	19,012	18,224	15,501	36,204	36,138	

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)	User Fees (\$000's)	Land Fund (\$000's)
Accessibility Implementation	581	-	-	-	(581)	-	-	-	-
Arbour Development Study	50	(50)	-	-	-	-	-	-	-
Art & Culture Master Plan	75	(75)	-	-	-	-	-	-	-
Columbarium	150	(150)	-	-	-	-	-	-	-
Community Arena Ammonia Safety	210	(210)	-	-	-	-	-	-	-
Community Energy Plan Projects	120	(120)	-	-	-	-	-	-	-
Emergency Radio Infrastructure Renewal	90	-	-	-	-	(90)	-	-	-
Firehall Emergency Response Equipment	69	(69)	-	-	-	-	-	-	-
Firehall Minor Renovations	251	(251)	-	-	-	-	-	-	-
Fleet Management	1,353	-	-	-	-	-	(1,353)	-	-
Information Technology Infrastructure Renewal	337	-	-	-	-	(337)	-	-	-
Lagoon Control Structure Replacement	550	-	-	-	-	-	-	(550)	-
Lagoon Sludge Removal	1,800	-	-	(1,350)	-	-	-	(450)	-
Land Fund Capital Projects	210	-	-	-	-	-	-	-	(210)
Multiplex Ice Plant Ammonia Safety	170	(90)	-	(80)	-	-	-	-	-
New Landfill Cell Design	350	-	(350)	-	-	-	-	-	-
Paving Program	2,500	-	(2,500)	-	-	-	-	-	-
Permitting System Evaluation/Replacement	125	-	-	-	-	(125)	-	-	-
PH#4 Water Truckfill Safety Project	350	-	-	-	-	-	-	(350)	-
Playground Upgrades -Olexin and Forrest Drive	115	(115)	-	-	-	-	-	-	-
Sewage Force Main Repairs and Retentions	150	-	-	-	-	-	-	(150)	-
Submarine Water Supply Line Replacement	1,000	-	-	(750)	-	-	-	(250)	-
Traffic Light Upgrades	70	-	-	-	(70)	-	-	-	-
Water & Sewer Infrastructure Replacement	4,750	-	(3,501)	-	(1,249)	-	-	-	-
Wireless Infrastructure	75	-	-	-	-	(75)	-	-	-
Total Capital Projects	15,501	(1,130)	(6,351)	(2,180)	(1,900)	(627)	(1,353)	(1,750)	(210)



CAPITAL FUND - 2021 Capital Projects

Department CS Community Services **Division** Parks & Trails
Project 50036570 Accessibility Implementation

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	581,000	567,000	595,000
Funding			
Formula Funding		567,000	
Community Public Infrastructure Funding	581,000		595,000
<i>Total Funding</i>	581,000	567,000	595,000

Description

Purpose

The Accessibility Audit of the City's Facilities, Trails, Parks and Playgrounds identified key areas where barrier removal is required. A prioritized implementation strategy was developed, and approved by Council to ensure the City moves towards full accessibility in these key areas. These funds will be used to continue to implement accessibility improvements.

Background

Council provided funding in the 2017 Budget for the development of an Accessibility Audit. The scope of work included auditing the City's facilities and infrastructure, specifically for 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.

The audit identified a number of projects for a variety of facilities that will assist Council in achieving their stated Community and Corporate Vision of an inclusive City and move Council towards achieving a community that ensures a high quality of life for all, including future generations.

The audit identified the need for approximately \$5 Million of work to be completed over a ten-year period to strategically remove barriers on a priority based approach. Through the budgeting process, a three year implementation plan was developed in 2019 to address the short and mid-term projects.

Projects completed in 2020 include:

- The installation of accessible parking pads, multipurpose courts, picnic tables and benches at a variety of parks;
- Community Arena concession counter and the Fieldhouse customer counter were lowered;
- Components within facilities have been upgraded or adjusted including accessible doors openers; mirrors, hooks, dispensers, lighting, exit signs and

CAPITAL FUND - 2021 Capital Projects

Department CS Community Services
Project 50036570 Accessibility Implementation

Division Parks & Trails

AED machines;
-Repairs have been made to concrete/asphalt at key locations at facilities; and
-Accessible pads have been installed to accommodate the Wayfinding kiosks.

Operational Impact

There will be no additional O&M impact.



CAPITAL FUND - 2021 Capital Projects

Department CS Community Services
Project 55006570 Aquatic Centre
Division Pool

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures		15,997,081	15,312,000
Funding			
Formula Funding		3,279,270	2,786,811
Gas Tax Rebate		3,999,270	
Other Grants		7,998,541	2,526,459
Community Public Infrastructure Funding			3,998,730
Reserves		720,000	
Debt Funding			6,000,000
<i>Total Funding</i>		15,997,081	15,312,000

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 in 2024, pending Council approval and funding being secured.

Background

In the fall of 2018 Council adopted the Aquatic Centre Pre-Design Plan as prepared and recommended by the ACAC.

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 Pre-Design Plan. Council subsequently requested that the consultation process with the community and stakeholders also include a 25m conceptual design option.

Council allocated funding in 2018, 2019 and 2020 to move the project forward including the development of the Pre-Design Study, securing the services of a Project Manager, securing the services of a Bridging Consultant and associated activities, and a site selection due diligence report including traffic, environmental and geotechnical studies.

CAPITAL FUND - 2021 Capital Projects

Department	CS Community Services	Division	Pool
Project	55006570 Aquatic Centre		

Pending Council approval and securing funding, the work in 2021 will include issuing a Design-Build RFP and subsequent award of the project, foundation design, and construction. No budget is required for 2021 as there is sufficient carryover budget of \$6.1 Million from previous and current years (see Gallery 1). The construction of the Aquatic Centre will continue in 2022 with completion expected in 2024.

Operational Impact

It is anticipated that the project will be completed in 2024 with the full impact of the operational costs to be in effect in 2025. The Pre-Design Plan indicates the annual net operating expenses for a 25m pool will be \$551,000 more than the anticipated costs for the current pool, while the annual net operating expenses for a 52m pool will be \$1.066 Million higher.



CAPITAL FUND - 2021 Capital Projects

Department CS Community Services
Project 55006570 Aquatic Centre

Division Pool

Gallery

Gallery 1

Aquatic Centre

Year	Consultant's Estimated Cash Flow (\$)	Budget (\$)	Budget Carry Forward (\$)	Accumulated Budget Forward (\$)	Source of funding	
					Build Canada Fund (\$)	City (\$)
2018	0	75,000	0	0	0	75,000
2019	0	1,750,000	1,723,419	1,723,419	0	1,750,000
2020	410,014	4,805,000	4,394,986	6,118,405	2,375,000	2,430,000
2021	1,539,986	0	0	4,578,419	0	0
2022	20,575,500	15,997,081	0	0	7,998,541	7,998,541
2023	15,312,000	15,312,000	0	0	2,526,460	12,785,541
2024	11,962,500	11,962,500	0	0	0	11,962,500
Total	49,800,000	49,901,581	0	0	12,900,000	37,001,581

CAPITAL FUND - 2021 Capital Projects

Department CS Community Services **Division** Parks & Trails
Project FC0029 Arbour Development Study

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	50,000		
Funding			
Formula Funding	50,000		
Total Funding	50,000		

Description

Purpose

To undertake the planning and design for the construction of a community arbour in Yellowknife, in collaboration with the Yellowknives Dene First Nation, to enhance Indigenous presence in public spaces and as an act of reconciliation.

Background

Many communities throughout the NWT and elsewhere have community arbours that provide gathering places for people, First Nations and organizations to meet, learn, share and celebrate. Typically circular, with covered seating and a central fire area, these follow traditional Indigenous design and typically host all sorts of events.

Yellowknife is located on Chief Drygeese Territory, the traditional lands of the Yellowknives Dene First Nation since time immemorial, and the homelands of the North Slave Metis. Over 25% of the city's population is Indigenous, coming not only from Chief Drygeese Territory but also from areas beyond. As the capital city of the Northwest Territories, Yellowknife is a crossroads for peoples from all across the NWT who regularly travel to the community for a range of reasons. Ensuring Indigenous ways of being are honoured and entrenched in how the City delivers its programs, services and facilities is an important part of its work towards reconciliation.

In the spirit of reconciliation, the City is seeking to build an arbour in Yellowknife that can be enjoyed by all residents and visitors, and which can host gatherings, meetings and events as well as being a public space to be experienced and enjoyed. The City proposes to engage with the Yellowknives Dene First Nation in a planning exercise to determine the parameters for proceeding with construction of an arbour, and work collaboratively on the design, technical requirements and options for construction. It is essential that this asset be planned and built by Indigenous persons with knowledge of traditional arbour construction.



Department	CS Community Services	Division	Parks & Trails
Project	FC0029 Arbour Development Study		

Working with Indigenous partners to confirm, plan and construct an arbour would contribute to the ongoing work towards reconciliation within Yellowknife by honouring traditional building methods and structures.

Operational Impact

There are no O&M implications related to completion of a planning exercise with the Yellowknives Dene First Nation and planning and design for an arbour. It is anticipated that once constructed, there would be annual O&M costs to keep the structure in optimal condition as an asset of the City. It is envisioned that the arbour could be reserved for use by persons, organizations and groups, and it is proposed that rent would be waived for Indigenous events.

CAPITAL FUND - 2021 Capital Projects

Department CS Community Services **Division** Directorate
Project CS0005 Art & Culture Master Plan

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	75,000		
Funding			
Formula Funding	75,000		
<i>Total Funding</i>	75,000		

Description

Purpose

An Arts and Cultural Master Plan will be developed to identify emerging issues, best practices and trends related the arts and cultural community.

Background

Yellowknife has a rich and colourful arts and cultural community with a wide variety of activities, events and programs that are reflected in a number of forms across the visual and performing arts. The delivery and support of the arts are provided in a number of venues and models including the business sector, private artists, organizations specific to one form or another and the City of Yellowknife library, programs and special events.

The Master Plan project will take a community engagement approach to identify arts and cultural resources within Yellowknife, and investigate and identify the trends and issues that will lead to the development of an overall community approach that will ensure the arts and cultural community is supported and continues to flourish. The Master Plan will provide guidance in areas such as policy development, administrative structure to support the arts and culture community, strategies for long term management, and growth of resources within Yellowknife.

Operational Impact

There will be no direct operational impact from this project; however, it will require a reallocation of current resources to address the implementation strategy.



CAPITAL FUND - 2021 Capital Projects

Department CS Community Services **Division** Yellowknife Community Arena
Project FC0021 Community Arena Ammonia Safety

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	210,000		
Funding			
Formula Funding	210,000		
<i>Total Funding</i>	210,000		

Description

Purpose

The purpose of this project is to increase safety for the public and staff at the Yellowknife Community Arena (YKCA) facility. The project will also be beneficial for the environment by reducing spill size and reducing the down time when maintenance occurs.

Background

Since the tragic events in Fernie, ammonia safety and plans to keep arenas as safe as possible have been brought to the attention of municipalities. The City of Yellowknife began a project to increase the safety of the Multiplex in 2020 by upgrading equipment and installing a containment system in case there was an ammonia spill in the facility. The addition of a similar system to the YKCA will allow the ammonia to be recovered and provide water containment for any spills thus increasing the safety for the public and staff.

The YKCA project will add an Ammonia Containment System and provide additional safety and recovery by installing a set of shut offs so that areas of the system could be isolated and there will be a reduced risk of losing the entire ammonia charge at one time. The shut offs will help in times of emergency but will also be very useful and go a long way to improve the safety for arena workers and contractors who do maintenance of the system. The system will also be able to store ammonia in a safe way rather than having to release the charge into the newly-added containment system thus saving money and reducing the amount of ammonia water that will need to be dealt with. Alarms and safety features that will add protection for the safety of the public and staff are also included in this portion of the two-year protection plan.



Department CS Community Services
Project FC0021 Community Arena Ammonia Safety

Division Yellowknife Community Arena

Operational Impact

There will be very little additional O&M for this system and down time and maintenance time should be significantly reduced by the shut off points and ability to save the ammonia charge in a spill situation.

CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering **Division** Community Energy Plan
Project CP0003 Community Energy Plan Projects

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures			
Sustainability Coordinator	120,000	120,000	120,000
Water Treatment Plant Pellet Boiler		2,500,000	
<i>Total Expenditures</i>	120,000	2,620,000	120,000
Funding			
Formula Funding	120,000	120,000	120,000
Community Public Infrastructure Funding		2,500,000	
<i>Total Funding</i>	120,000	2,620,000	120,000

Description

Purpose

To implement projects in line with the City of Yellowknife's Community Energy Plan (CEP) and Waste Management Plans.

Background

This project contains two items that relate to the City's sustainable projects development.

Sustainability Projects Coordinator

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 CEP and Waste Diversion Projects.
- Developing policy recommendations for the implementation of solid waste management and waste diversion techniques.

This position has grown in its scope of work and has been instrumental in implementing the CEP and Waste Diversion strategies throughout the city.

Water Treatment Plant (WTP) Biomass Boiler

The City's CEP 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 use biomass to heat numerous buildings, such as the one that was recently installed to



Department	PW Public Works & Engineering	Division	Community Energy Plan
Project	CP0003 Community Energy Plan Projects		

heat the Multiplex, Fieldhouse, Fire Hall, City Garage, and Community Services Shop.

In 2019, the City commissioned a study to assess the feasibility of installing a centralized biomass boiler that would connect five buildings under three levels of government. The buildings include City Hall, the RCMP Detachment, Joint Task Force North (DND), the Legislative Assembly, and the Prince of Wales Northern Heritage Centre.

The outcome of the study determined that the project is feasible, however there will be significant challenges in advancing a centralized biomass boiler at City Hall. After review and consideration of fuel consumption data available for the WTP, Administration determined that the installation of a biomass boiler at this location will realize immediate benefits with minimal complications.

On April 27, 2020, a motion was unanimously passed by Council to re-allocate funding in the 2020 Budget from the City Hall centralized biomass boiler project to begin design on a biomass boiler for the WTP (Motion #0065-20).

Operational Impact

There is no anticipated impact to the O&M Budget at this time.

CAPITAL FUND - 2021 Capital Projects

Department GG General Government **Division** Information Technology
Project CO0016 Emergency Radio Infrastructure Renewal

		Budget		
		2021	2022	2023
		\$	\$	\$
Expenditures		90,000		
Funding				
	Reserves	90,000		
	<i>Total Funding</i>	90,000		

Description

Purpose

To replace end-of-support components of the City of Yellowknife's Emergency Radio Infrastructure that provides essential voice communications services for emergency personnel, and Public Works and Community Services staff.

Background

The City's Communications Infrastructure system was installed in 2014 and went live in early 2015. It includes a point-to-point wireless network that creates a robust, redundant backbone for radio communications that operate within a licensed frequency. Key components of this network are beyond end-of-sale and must be replaced before they reach end-of-support in the fall of 2021. Equipment locations mean specialized rigging and lift services will be required. These will be coordinated with other customers in Yellowknife to create some cost savings.

Operational Impact

A voice radio outage could severely jeopardize the safety of the City's emergency responders and its citizens. Every reasonable effort must be made to ensure uninterrupted service, including proper maintenance and incremental enhancements while maintaining warranty and support. If this project does not proceed, it will not be possible to implement these incremental replacements that are necessary to ensure ongoing reliable system performance, and will present considerable risk to the City and its residents.



CAPITAL FUND - 2021 Capital Projects

Department PS Public Safety **Division** Fire
Project FD0012 Firehall Emergency Response Equipment

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	68,500		
Funding			
Formula Funding	68,500		
<i>Total Funding</i>	68,500		

Description

Purpose

The acquisitions under this project will improve First Responder safety and improve efficiency in responding and working in an emergency incident. The project will reduce the injury potential for patients and First Responders on emergency medical calls, and will provide key detection information at fire, rescue, hazardous material and emergency medical scenes.

Background

The powered ambulance cot system enables firefighter/paramedics to transfer and transport patients more safely, securely and effectively by addressing issues related to uneven approach conditions in cot loading and unloading. These scenarios can make a First Responder's work very difficult and result in poor ergonomics with high lumbar and joint stresses on responders. This is a key focus is for responder safety as powered cots have been shown to reduce spinal compression forces in paramedics by as much as 50% thus preventing occupational injury.

Thermal imaging camera is a key piece of equipment that is utilized for service provided by the Fire Division. The primary use for cameras in fire emergencies to find the seat of the fire, search for victims, and overhaul to scene to make sure the fire is completely extinguished. Thermal imaging cameras are also used on hazardous material responses, motor vehicle crashes, and wildland interface firefighting.

CAPITAL FUND - 2021 Capital Projects

Department	PS Public Safety	Division	Fire
Project	FD0012 Firehall Emergency Response Equipment		

Operational Impact

Acquisition of the powered cot system will be implemented by retrofitting Medic 7 in 2021 and will be the first step in adopting a mandatory power cot and load system for future ambulance procurement. This system is a substantial upgrade to current equipment with enhancements to support the controls, mattress and restraint system.

Thermal imaging camera replacement will support the ongoing operations of the Fire Division by replacing two cameras that have performed well but have reached their end of life for usage.



CAPITAL FUND - 2021 Capital Projects

Department PS Public Safety **Division** Fire
Project FD0005 Firehall Minor Renovations

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	251,000		
Funding			
Formula Funding	251,000		
<i>Total Funding</i>	251,000		

Description

Purpose

With increased staffing levels of 250% (firefighter/paramedics and PSCC Dispatch) from the time of the original construction of the Fire Station, the two single use bathrooms available on the main floor are not meeting current capacity requirements. This project will upgrade these bathrooms to allow for multiple users and provide a shower.

The project will also provide rapid recoil system for power cords and air lines housed in the Fire Hall bays as an essential component for mobile fire apparatus and ambulances. Keeping fire apparatus, on-board radios, medical and other equipment fully charged, along with air tanks for air brake systems topped up and ready for deployment at all times, is made possible by outfitting the fire station with ceiling-mounted power cords and air lines.

Background

This project will augment the existing main floor washrooms, which are equipped with a sink, toilet and single shower, and will provide the ability to accommodate multiple users for current needs, including shower facilities for post-fire decontamination, in accordance with industry best practice. Under the current design, only one user per washroom is feasible. The architectural component of the project (including structural engineering, mechanical and electrical) will determine optimal space usage for showers, toilets and sinks as per the National Building Code.

The benefit of this work is that the increased capacity enhances efficiency and convenience for First Responders and provides the assurance that staff have facilities which provide for basic work related needs to address an increased requirement for additional facilities.

Firefighters can quickly deploy to the fire apparatus and have the apparatus ready to respond to emergency situations in a timely and safe manner. The rapid recoiling systems of hose reels allow fire fighters to be ready to respond at a moment's notice without delay of managing cords and hoses. Fire stations equipped with reels provide the necessary maintenance status of apparatus and ambulances, while reducing trip hazards in getting hoses

CAPITAL FUND - 2021 Capital Projects

Department PS Public Safety **Division** Fire
Project FD0005 Firehall Minor Renovations

up off the ground, all while increasing fire station efficiency.

The scope of the capital request for power cords and air lines would be to upgrade ineffective retractors in place, but also to standardize power cords and support electrical systems.

The project scope includes:

- Remove existing retractable reels that are not functional
- Blow out existing airline system (corrosion build-up)
- Supply 6 new hose reels and connect air hoses
- Supply and install 15 retractable power cord reels
- Change existing power cords that are not compatible to conduit and wire for power requirements
- Testing of electrical equipment
- Verification of systems

Moreover, keeping the cords and hoses retracted prevents the causal factors of entanglement in apparatus or ambulances and equipment while driving out of the station. Additionally, the system upgrade prevents the causal factor of the vehicle from being driven away with the power cord or airline connected which could slow or stop a response to an emergency situation or have catastrophic damage to the power and air systems.

Operational Impact

Due to the current space available the project may not be able to meet requirements for barrier free access, or minimum number of toilets per floor occupancy.

This project has minor operational impact to the City, beyond the loss of current facilities during renovation. The current hot water capacity will need to be increased by installing a larger holding tank or alternate hot water heating system through future plans for Fire Station expansion or the addition of a satellite facility. Due to the minimum space allowable in the current mechanical room, the best approach is an on-demand hot water system.

Retractable power cord and hose reels are the preferred management solution choice for hoses and cords in the fire industry so this project will enhance Yellowknife Fire Department's (YKFD) operational response. The costs to maintain this system will be incorporated into YKFD's building maintenance budget.



CAPITAL FUND - 2021 Capital Projects

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

Light-duty Trucks – 41 units

According to the City of Yellowknife Fleet Management practises, 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 practises, 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.

Mobile Tractors – 9 units

This includes Zambonis, skidsteers, 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.



CAPITAL FUND - 2021 Capital Projects

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

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 vehicles 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 – 27 Units

The City's fleet mechanics also maintain and service 27 stationary engines. These include standby generators for City water and sewer supply and City facilities (City Hall, Fire 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 \$5.1 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.

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.

CAPITAL FUND - 2021 Capital Projects

Department GG General Government **Division** Information Technology
Project 44007600 Information Technology Infrastructure Renewal

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	337,000	367,000	367,000
Funding			
Reserves	337,000	367,000	367,000
<i>Total Funding</i>	337,000	367,000	367,000

Description

Purpose

To continue the City of Yellowknife'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.

In late 2007, the Information Technology Division adopted a virtualization strategy as a way to meet accelerating demands and provide the flexibility to

CAPITAL FUND - 2021 Capital Projects

Department	GG General Government	Division	Information Technology
Project	44007600 Information Technology Infrastructure Renewal		

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 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. Planned and incremental investment in this network is required 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.

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.

The network also provides connectivity to every traffic light in order to streamline traffic control management within the Public Works department; this initiative alone added 63 network devices to the City's infrastructure. With additional traffic lights and cameras on the horizon, this complement will continue to grow.

In 2018 wireless connectivity was established to the City's Pumphouses and Liftstations. This added another 23 network devices to the City's infrastructure (Gallery 1).

Ongoing replacement of key network equipment assists in the reduction of unplanned outages and prepares for future technologies and growth. City-owned and operated connections have been established between several sites which has reduced reliance on third-party fiber services and resulted in annual operational savings of approximately \$85,000.

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 2). The network's firewall and other protective mechanisms prevent unauthorized access attempts and its spam filter



Department	GG General Government	Division	Information Technology
Project	44007600 Information Technology Infrastructure Renewal		

rejects infected email and spam directed at the organization.

There is a continual focus on security as threats – both internal and external – are becoming increasingly sophisticated and pervasive. Initiatives such as ongoing cyber-threat awareness campaigns to help staff become more knowledgeable and mindful users, implementation of next generation virus protection, continual refinement of security configurations to mitigate risks from all sources, vulnerability assessments and health checks, and enhanced and more granular monitoring of network activity ensure a proactive approach to protecting City information and assets.

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.

The City fleet consists of tiers of devices and all acquisitions are selected from one of these tiers to minimize the variety of devices installed throughout the organization, streamline consumables management, and reduce costs. Where appropriate, devices are reallocated throughout their lifespan in order to maximize their utility. As well, the organization is continually looking for ways to reduce the amount of printing.

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

CAPITAL FUND - 2021 Capital Projects

Department	GG General Government	Division	Information Technology
Project	44007600 Information Technology Infrastructure Renewal		

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. This will reduce troubleshooting and support efforts as replacements are completed in a planned and scheduled manner to minimize operational impact.



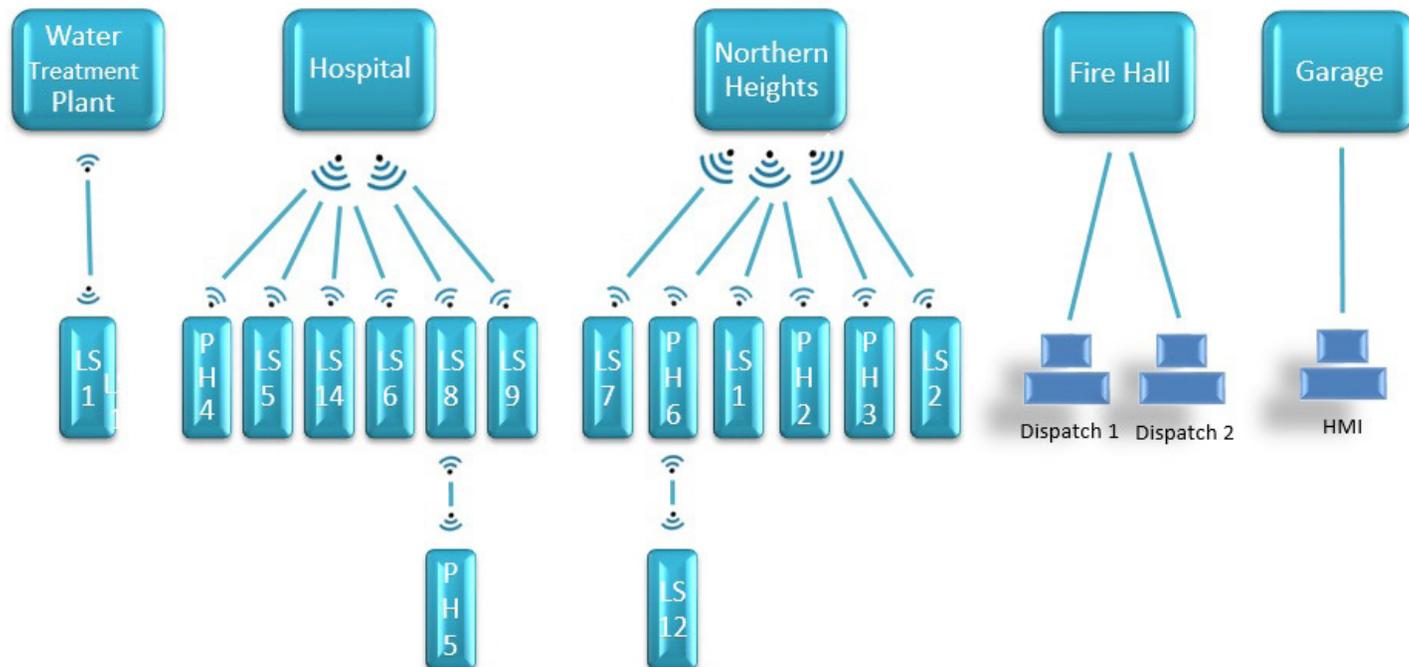
Department GG General Government
Project 44007600 Information Technology Infrastructure Renewal

Division Information Technology

Gallery

Gallery 1

SCADA Network



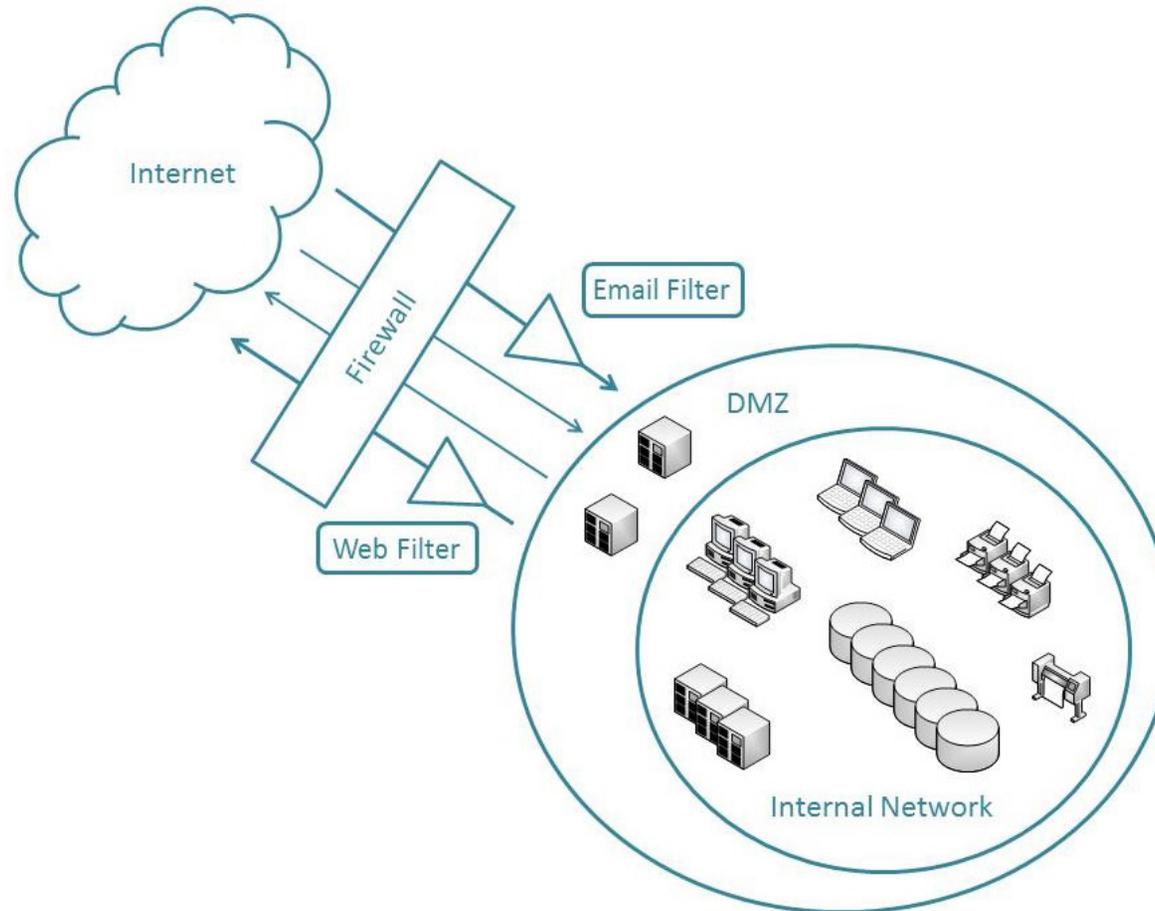
CAPITAL FUND - 2021 Capital Projects

Department GG General Government
Project 44007600 Information Technology Infrastructure Renewal

Division Information Technology

Gallery

Gallery 2



CAPITAL FUND - 2021 Capital Projects

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

Division Water & Sewer

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.

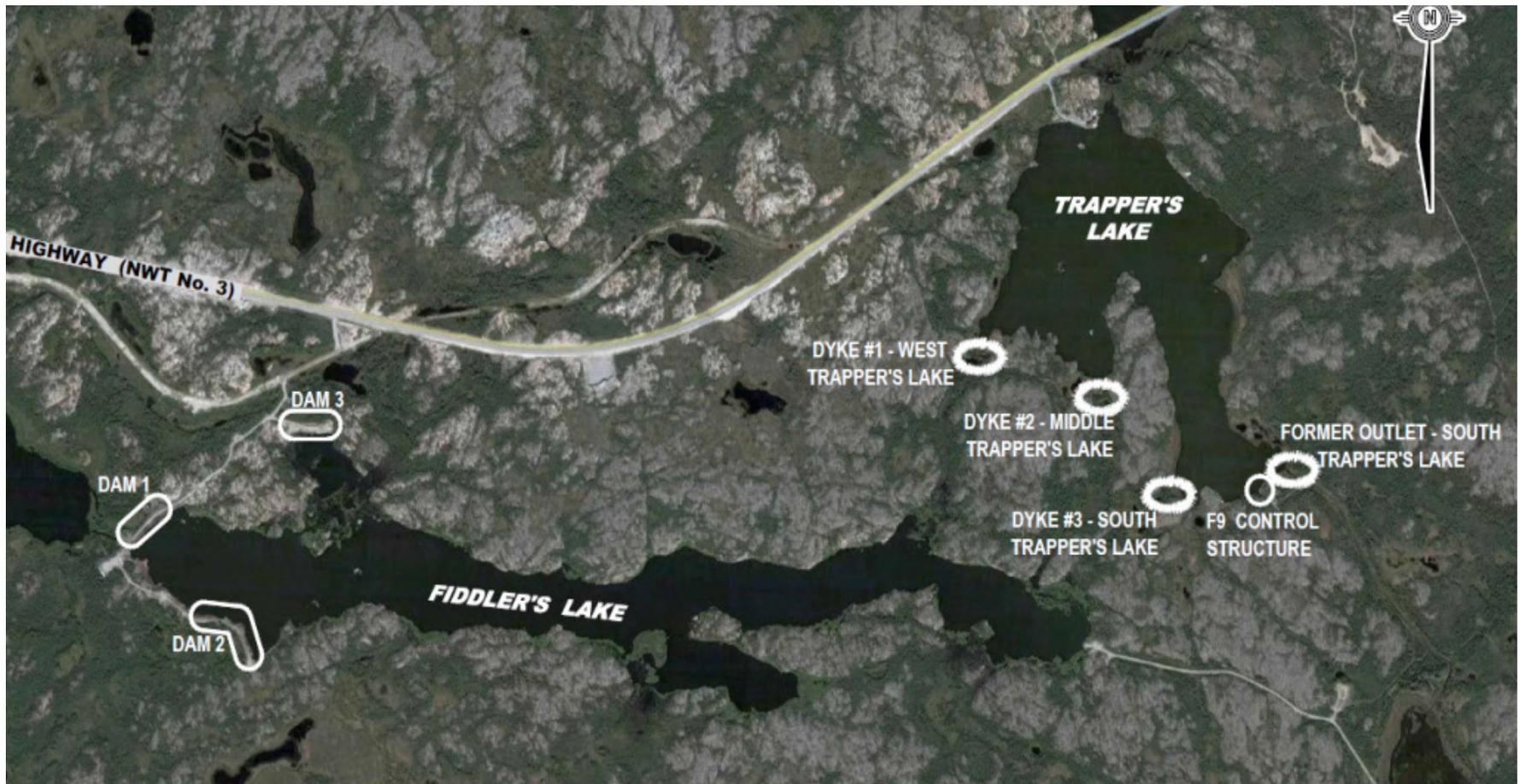


Department PW Public Works & Engineering
Project 94006570 Lagoon Control Structure Replacement

Division Water & Sewer

Gallery

Gallery 1: Trapper's Lake Control Structures.jpg



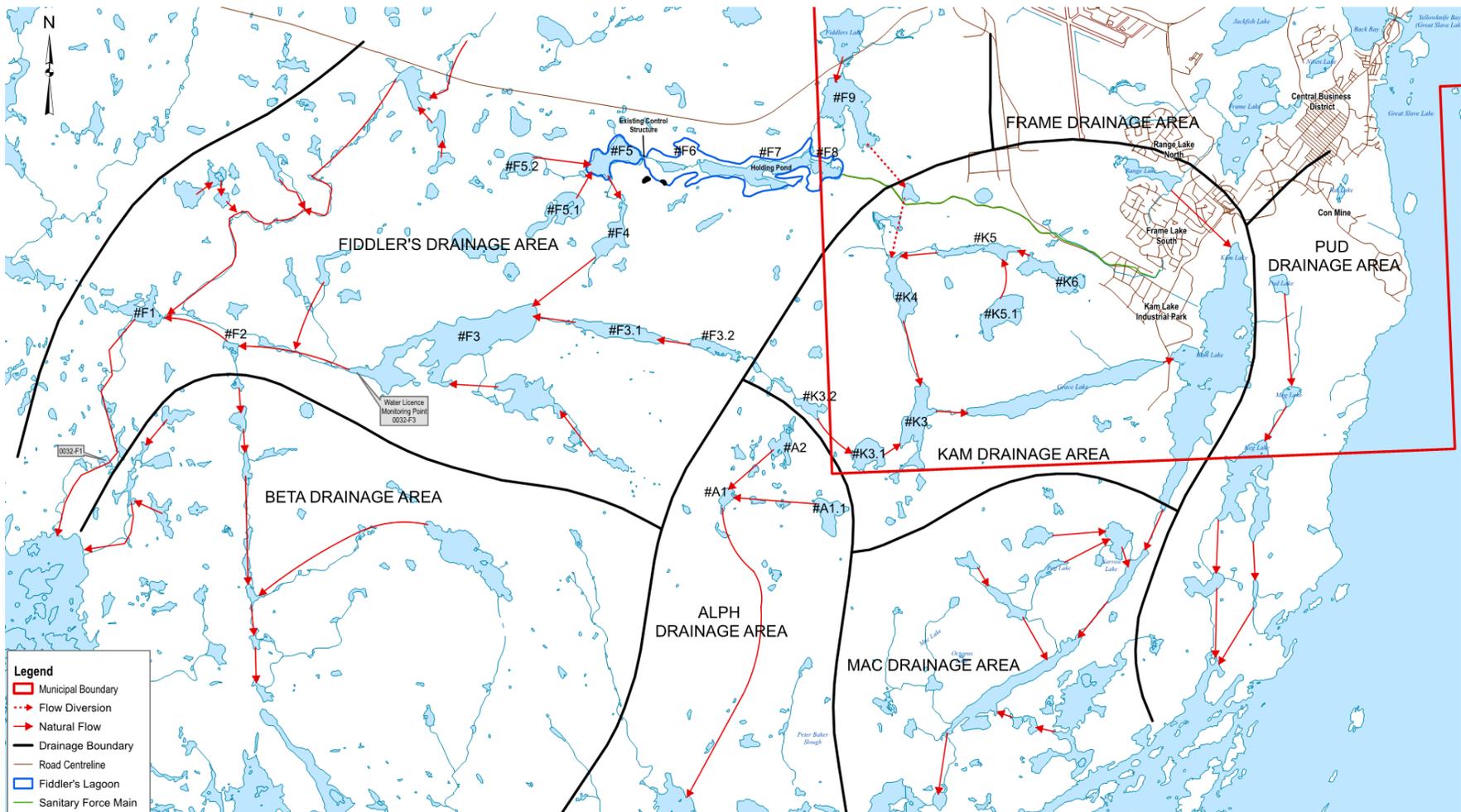
CAPITAL FUND - 2021 Capital Projects

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

Division Water & Sewer

Gallery

Gallery 2: Fiddler's Lake Drainage Area and Surrounding Watersheds



CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project 94006575 Lagoon Sludge Removal
Division Water & Sewer

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	1,800,000	2,800,000	2,800,000
Funding			
Other Grants	1,350,000	2,100,000	2,100,000
User Fees	450,000	700,000	700,000
Total Funding	1,800,000	2,800,000	2,800,000

Description

Purpose

To remove sludge build up from the bottom of the Fiddler's Lake sewage lagoon.

Background

The Fiddler's Lake Sewage Lagoon System has been in service since the mid-1980s. Since that time, solids in the raw sewage entering the lagoon have been accumulating at the bottom of the lagoon.

In June 2018, a survey was performed on the sludge layer to determine the approximate quantity of sludge currently in the lagoon. Gallery 1 shows the depths of the sludge throughout the lagoon. Based on the survey, it is estimated that roughly 226,000 cubic metres of sludge need to be removed from the lagoon.

The City of Yellowknife's water licence requires the creation of a sludge management plan. Part of that plan includes the removal of sludge built up in the lagoon. By removing the sludge, the overall holding volume of the lagoon will increase and the chemical and biological process that occurs in the lagoon will be able to take place in a more effective manner.

In 2019 a study was completed to evaluate sludge removal methods and sludge dewatering methods. It was determined that using a barge-mounted dredge was best for sludge removal, and the use of geotubes was best for dewatering. The methods chosen require a pad be built as a laydown area for the geotube dewatering process in order to remove as much liquid from the sludge as possible. The end use of the dewatered sludge is still to be determined, but is expected to be able to be used as cover material at the Solid Waste Facility.

CAPITAL FUND - 2021 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	94006575 Lagoon Sludge Removal		

The anticipated timeline for this project is as follows:

2018 - Sludge Survey Completed

2019 - Sludge Removal Method Determined with Class D Cost Estimate

2020 - Engineering Design for Laydown Area of Geotubes

2021 - Construction of Laydown Area and Finalization of Desludging Operations

2022 - First Year of Sludge Removal

2023 - Second Year of Sludge Removal

NOTE:

Class A (more defined) estimates will be available once the finalization of the desludging operations are complete. The current figures noted for 2022 and 2023 are Class D estimates and could be subject to change for future budgets.

Operational Impact

There is no direct operational impact, however it will ensure continued performance of the Fiddler's Lake Lagoon System. It is also a requirement of the City's water licence. This project is consistent with standard Asset Management principles.



Department PW Public Works & Engineering
Project 94006575 Lagoon Sludge Removal

Division Water & Sewer

Gallery

Gallery 1: Fiddler's Lake Sewage Lagoon Sludge Depths
FIDDLERS LAGOON SLUDGE FINDINGS

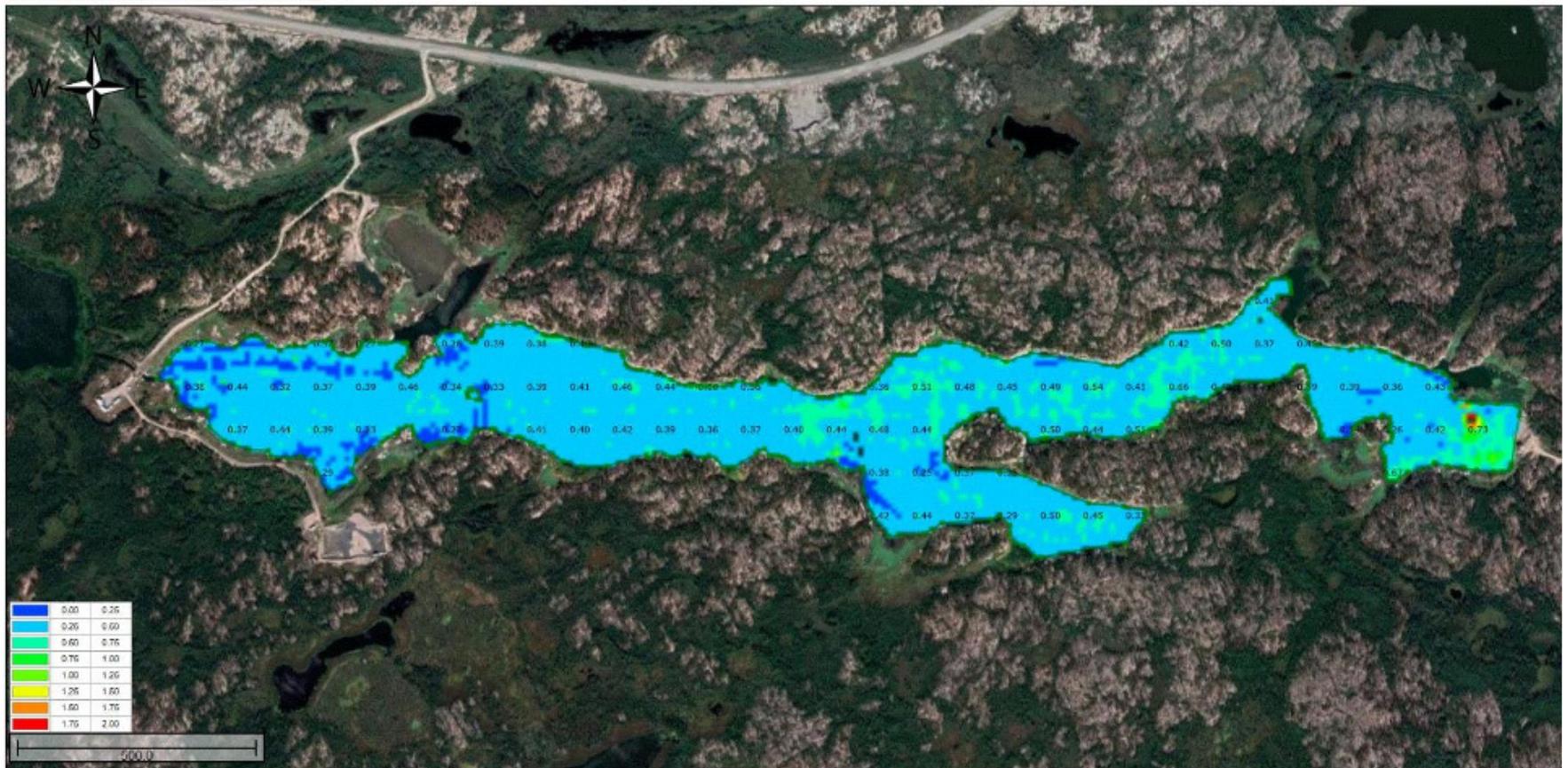


Figure 2 Fiddlers Lagoon sludge thicknesses (m)

CAPITAL FUND - 2021 Capital Projects

Department PD Planning & Development **Division** Directorate
Project 60046570 Land Fund Capital Projects

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	209,500	2,000,000	2,000,000
Funding			
Land Fund	209,500	2,000,000	2,000,000
<i>Total Funding</i>	209,500	2,000,000	2,000,000

Description

Purpose

During 2021, in addition to seeking to complete existing Land Fund projects, work will also include:

- a) a new subdivision plan for residential development in the remaining Niven Phase V area, making the current lots available more marketable
- b) planning and engineering of commercial/industrial lots in the Kam Lake area, to be approached in conjunction with other development interests and water/sewer infrastructure potential expansion

Background

Niven - Niven Phase V is an attractive location; however the lots remain unsold. The property is currently divided into three lots zoned R3 ResidentialMedium Density and consist of approximately 13,000 m3. Niven Phase V requires a new subdivision plan and refreshed presentation to best showcase the potential development possibilities in order to ensure appropriate disposal of this unique parcel.

Kam Lake - Anecdotally there has recently been increased interest in light industrial and commercial land that permits accessory residential development opportunities; this interest has come from an array of business perspectives including tourism, agriculture, construction and existing businesses seeking to expand. Administration is proposing to proceed with preparing an area development plan and subdivision design in 2021 to prepare for future development.



CAPITAL FUND - 2021 Capital Projects

Department PD Planning & Development
Project 60046570 Land Fund Capital Projects

Division Directorate

Operational Impact

Niven Phase V: Although it is difficult to determine costs, they will be minimal as this development will tie into existing infrastructure.
Kam Lake Expansion: Undefined

CAPITAL FUND - 2021 Capital Projects

Department PD Planning & Development
Project 60046570 Land Fund Capital Projects

Division Directorate

Gallery

Gallery 1: Niven Lake Phase V Current Layout

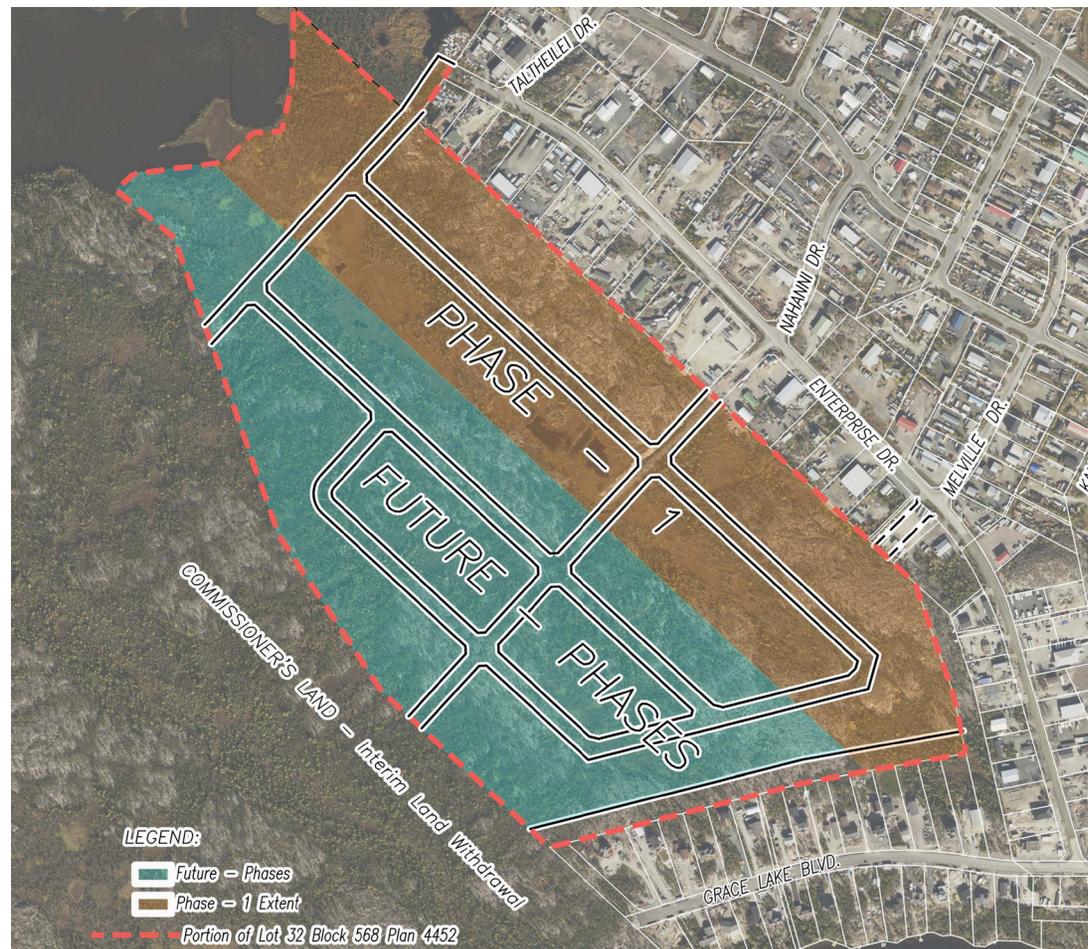


Department PD Planning & Development
Project 60046570 Land Fund Capital Projects

Division Directorate

Gallery

Gallery 2: Proposed Kam Lake Subdivision Expansion



CAPITAL FUND - 2021 Capital Projects

Department CS Community Services **Division** Multiplex
Project FC0028 Multiplex Ice Plant Ammonia Safety

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	170,000		
Funding			
Formula Funding	90,000		
Other Grants	80,000		
<i>Total Funding</i>	170,000		

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 (2020). The purpose of the second portion of this project is to make the ammonia system at the Multiplex Arena even safer and increase the amount of ammonia that could be recovered if there ever was an incident thus saving costs and down time while making repairs quicker and easier. There would be increased safety for the environment as well (2021).

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 (2020).

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 - 2021 Capital Projects

Department	CS Community Services	Division	Multiplex
Project	FC0028 Multiplex Ice Plant Ammonia Safety		

upgraded model to ensure that power surges are properly addressed (2020).

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 (2020).

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. This system makes a discharge to the environment very unlikely.

Since the tragic events in Fernie, ammonia safety and plans to keep arenas as safe as possible have been brought to the attention of municipalities. The City of Yellowknife began a project to increase the safety of the Multiplex in 2020 by upgrading equipment and installing a containment system in case there was an ammonia spill in the facility. The 2021 addition of a system that would allow the ammonia to be recovered is the final phase of the project that began in 2020.

The 2021 project will add safety to the Multiplex Ammonia Containment System by installing a set of shut offs so that areas of the system could be isolated and there would be a reduced risk of losing the entire ammonia charge at one time. The shut offs would help in times of emergency but would also be very useful and go a long way to improving the safety for arena workers and contractors who do maintenance of the system. The system would also be able to store ammonia in a safe way rather than having to release the charge into the newly added containment system thus saving money and reducing the amount of ammonia water that would need to be dealt with. Alarms and safety features that will add protection for the safety of the public and staff are also included in this portion of the two year protection plan.

CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project SW0005 New Landfill Cell Design

Division Solid Waste

Operational Impact

The design and construction of cell C works towards proactive planning of how airspace is to be managed on site. The design and ultimate construction allow for better strategy as to how material is handled and processed resulting in a more effective use of operational budgets.



CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project 76156570 Paving Program
Division Roads & Sidewalks

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures			
Balancing Difference	2,500,000	3,000,000	3,500,000
<i>Total Expenditures</i>	2,500,000	3,000,000	3,500,000
Funding			
Gas Tax Rebate	2,500,000	3,000,000	3,482,530
Community Public Infrastructure Funding			17,470
<i>Total Funding</i>	2,500,000	3,000,000	3,500,000

Description

Purpose

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

Background

The typical design life of pavement is generally between 20 and 25 years, but it will vary significantly due to 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 of Yellowknife works with Northland Utilities Ltd.(Northland) 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, NorthwesTel Inc. and NorthwesTel Cable Inc. to determine if replacement or addition of underground duct work for power and communication infrastructure is required.

Considerations when determining areas of reconstruction include:

- Condition and age of asset,

CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project 76156570 Paving Program

Division Roads & Sidewalks

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

Gallery 1 shows the 2021 to 2023 planned paving program. Gallery 2 shows the 2021 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.



CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project 76156570 Paving Program

Division Roads & Sidewalks

Gallery

Gallery 1: 2021 to 2023 Planned Paving Program

Year	Street
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 Ave.)
	50 Street (Franklin Ave. to 52 Ave.)
	Hall Crescent (Phases 3 & 4)
2023	51 Street (49 Ave. to 51 Ave.)
	Wiley Road (Causeway to Hank Koenen Park)
	Franklin Avenue (Bretzlaff Dr. to Weaver Dr.)
	54 Street (50A Ave. to 51 Ave.)

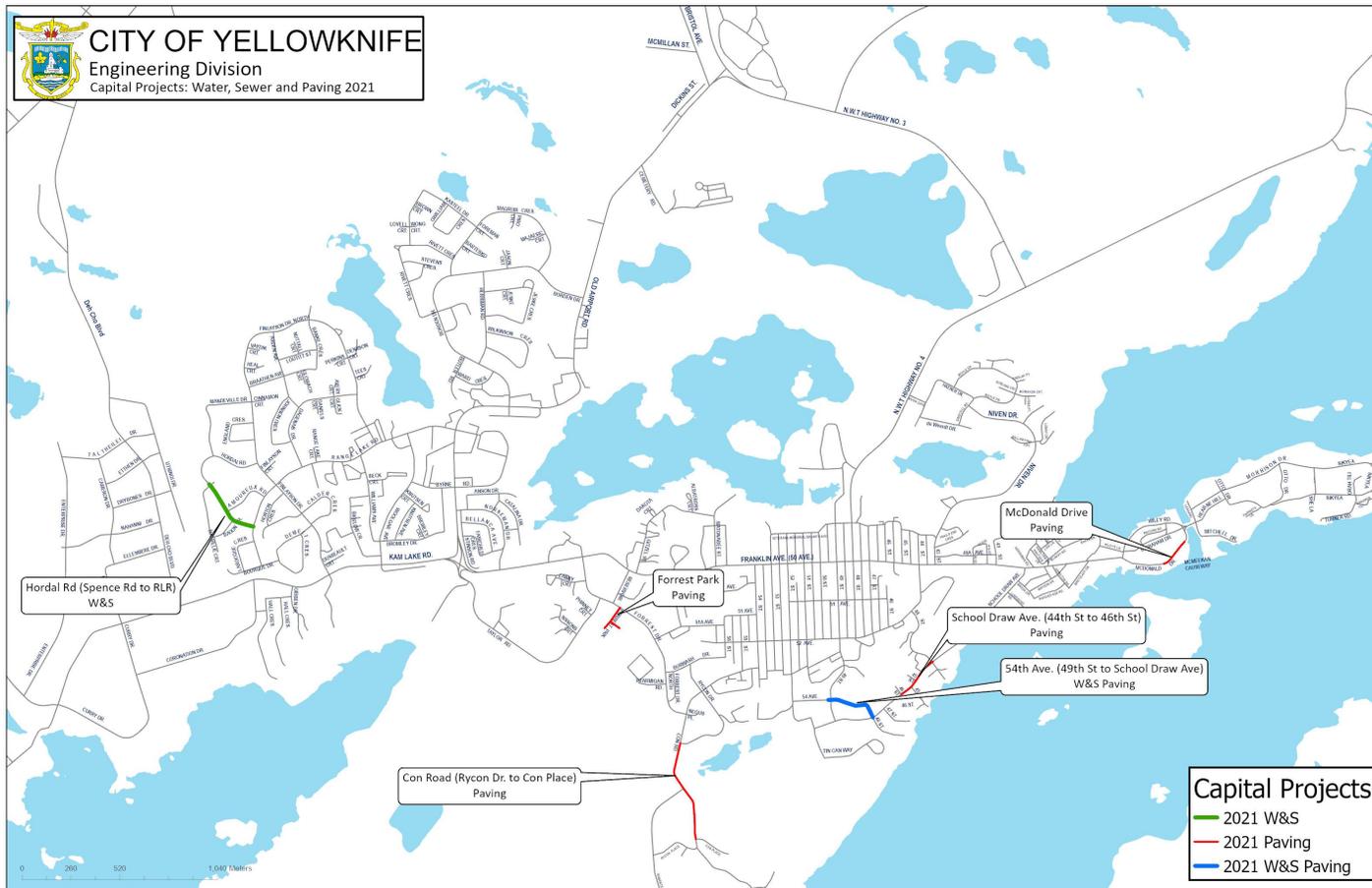
CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project 76156570 Paving Program

Division Roads & Sidewalks

Gallery

Gallery 2: 2021 Planned Water, Sewer and Paving Projects



CAPITAL FUND - 2021 Capital Projects

Department GG General Government **Division** Information Technology
Project CO0019 Permitting System Evaluation/Replacement

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	125,000	125,000	
Funding			
Reserves	125,000	125,000	
<i>Total Funding</i>	125,000	125,000	

Description

Purpose

The purpose of this project is to evaluate the continued suitability of the CityView permitting software.

Background

The City of Yellowknife implemented the CityView permitting software solution in 2012. The associated portal provides online application and tracking services, while the internal components track permit assignments, progress, and approvals.

The purpose of the initial phase of this project is to evaluate the ongoing suitability of the CityView product relative to other products, including a next-generation offering from the same vendor, and permitting functionality available from the Environmental Systems Research Institute (ESRI). The City currently uses other products from ESRI for mapping, inventory, and work management.

The outcome of this evaluation will determine the next steps of the project.

Operational Impact

This project is not expected to impact operational costs.

CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project 90406571 PH#4 Water Truckfill Safety Project

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	350,000		
Funding			
User Fees	350,000		
<i>Total Funding</i>	350,000		

Description

Purpose

To provide a safe means for filling Water Trucks while working at heights to meet Occupational Health and Safety Regulations, and to improve on-site parking and traffic flow.

Background

The City of Yellowknife has one potable Water Truck fill station located at Pumphouse #4 on the corner of Old Airport Road and Kam Lake Road. There are multiple activities occurring at this site, including potable Water Truck filling for Yellowknife, N'dilo and Dettah, as well as residents and contractors, RV (recreational vehicle) sewage dumping, and parking for the tennis courts located at the back of the Pumphouse situated on top of the potable water reservoir.

The demand for trucked potable water in the city has increased with the expansion of municipal services to areas without underground infrastructure. The City also provides potable water to the communities of N'dilo and Dettah. The demand for both the RV sewage dumping and tennis court activity has significantly increased which is creating instances of multiple use conflicts occurring at the same time.

The City is responsible to provide a safe means of access for contractors and private residents to fill potable water delivery trucks. This project will add a second truck fill station at this location to keep up with demand and provide redundancy. Safety apparatuses to facilitate working at heights will be installed at each fill station to ensure a safe means for operators to fill their tanks from the overhead pipe. As well, on-site parking stalls will be created to accommodate the tennis court use and improve traffic circulation given the conflicting uses in the area.



Department PW Public Works & Engineering
Project 90406571 PH#4 Water Truckfill Safety Project

Division Water & Sewer

Operational Impact

The overall operational impact is expected to be minimal, with the exception of an additional truck fill location and safety apparatus that will have to be maintained and certified.

CAPITAL FUND - 2021 Capital Projects

Department CS Community Services **Division** Parks & Trails
Project FC0025 Playground Upgrades Olexin and Forrest Drive

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	115,000		
Funding			
Formula Funding	115,000		
Total Funding	115,000		

Description

Purpose

The purpose of this project is to continue to refurbish and replace amenities on a rotational basis to keep playgrounds and pads safe and enjoyable for the community.

Background

The City has a plan to replace older playgrounds in a rotational manner so that the playgrounds are kept up in a safe and aesthetically pleasing manner. Playgrounds will be replaced with amenities that are modern and safe, and reflect the needs of the area that they are installed in. The Olexin playground was chosen as it is older and is in poorer repair than others of a similar age possibly due to high usage. It is an area with a high number of young families and receives a lot of use.

The Forrest Drive multisport court is uneven and holding water. There are older youth in the area who are not challenged by the play apparatus and have requested a repair to the area used to play basketball and hockey. A multi-purpose asphalt pad will encourage the use of the park in all seasons, by a greater number of youth of all ages, and increase the opportunities for youth to be active and maintain a healthy lifestyle.

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



CAPITAL FUND - 2021 Capital Projects

Department	CS Community Services	Division	Parks & Trails
Project	FC0025 Playground Upgrades Olexin and Forrest Drive		

Operational Impact

There will be little O&M impact as this is a refurbishment and replacement project for existing equipment.

CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering **Division** Water & Sewer
Project 93306570 Sewage Force Main Repairs and Retention

		Budget		
		2021	2022	2023
		\$	\$	\$
Expenditures				
		150,000	750,000	
	<i>Total Expenditures</i>	150,000	750,000	
Funding				
	User Fees	150,000	750,000	
	<i>Total Funding</i>	150,000	750,000	

Description

Purpose
 To improve the condition of the Force Main pipeline which transports sewage to the Fiddler's Lagoon treatment system.

Background

The City of Yellowknife has one Force Main that carries sewage from Liftstation #5 to the Fiddler's Lake Sewage Lagoon. 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 and the ensuing repair and cleanup 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 necessitated a significant cleanup of contamination in the City Yard.

After seeing several substantial ruptures in the Force Main the past few years in the Kam Lake Industrial Park, this project was initiated in 2019 with an assessment of the current system. The following recommendations were presented:

- Force Main Repair (Late 2020)
- Replacing a section of existing Force Main which has undergone multiple repairs.
 - \$440,000 Budget, completed with existing budget.

- Engineering for Sewage Retention Structure (2021)
- Assess various options provided in the 2019 Engineering Study for a containment area in the City Yard to facilitate future repairs on the Force Main should it rupture, then prepare and post this work for competitive construction bids.



Department PW Public Works & Engineering **Division** Water & Sewer
Project 93306570 Sewage Force Main Repairs and Retention

-\$150,000 Budget recommendation.

Construction of Sewage Retention Structure (2022)

-Construction of the sewage containment area will be completed. The construction of a retention structure will allow sewage to be stored in an environmentally safe structure while repairs are being carried out on Liftstation #5 or the Force Main itself.

-\$750,000 Budget request.

Operational Impact

Improvements to the Force Main will reduce the likelihood of substantial sewage spills. Additionally, a containment area in the City Yard will minimize environmental impact and cleanup required, and give City staff time to complete necessary repairs.

CAPITAL FUND - 2021 Capital Projects

Department PW Public Works & Engineering
Project 93306570 Sewage Force Main Repairs and Retention

Division Water & Sewer

Gallery

Gallery 1: Sewage Force Main



CAPITAL FUND - 2021 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	97016570 Submarine Water Supply Line Replacement		

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 the total project costs.

The detailed design and regulatory processes are anticipated to occur from 2021 through 2024, with tentative construction to occur during the winter of 2024/2025.

Operational Impact

The asset is past 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 - 2021 Capital Projects

Department PW Public Works & Engineering
Project 73807611 Traffic Light Upgrades
Division Roads & Sidewalks

		Budget		
		2021	2022	2023
		\$	\$	\$
Expenditures				
	Total Expenditures	70,000	70,000	70,000
		70,000	70,000	70,000
Funding				
	Community Public Infrastructure Funding	70,000	70,000	70,000
	Total Funding	70,000	70,000	70,000

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 of Yellowknife 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 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. The cameras are not used to record video of any intersection, but are used for detection and data collection only.

Depending on the geometry of the intersection, either three or four cameras are required.

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. The use of this type of signal allows pedestrians to know how much time they have to cross the intersection.

This project has been ongoing since 2013 in order to improve vehicle detection at intersections with traffic lights. To date, video detection equipment



Department PW Public Works & Engineering
Project 73807611 Traffic Light Upgrades

Division Roads & Sidewalks

has been installed at 12 intersections and countdown timers at six intersections. It is the City's intent 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 - 2021 Capital Projects

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

		Budget		
		2021	2022	2023
		\$	\$	\$
Expenditures				
		4,750,000	4,500,000	3,975,000
	<i>Total Expenditures</i>	4,750,000	4,500,000	3,975,000
Funding				
	Formula Funding			1,672,200
	Gas Tax Rebate	3,501,200	4,500,000	
	Community Public Infrastructure Funding	1,248,800		
	User Fees			2,302,800
	<i>Total Funding</i>	4,750,000	4,500,000	3,975,000

Description

Purpose

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

Background

In the late 1940s, the City of Yellowknife 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 where entire sections of the City’s piped system failed. The water and sewer mains were comprised of cast iron and corrugated metal pipe (CMP) respectively, and were predominantly uninsulated. The pipe material, combined with no insulation in the freeze/thaw layer, resulted in high maintenance and repair costs that the City continues to deal with today.

The City has since changed pipe material standards to insulated, ductile iron pipe. With these changes to City standards, the life expectancy of water and sewer mains can be as much as 50 years. However, prevailing ground conditions and permafrost presence can impact the life span of any pipe installation.

The following are currently included in the annual Water & Sewer Infrastructure Replacement (Galleries 1 and 2) plans:

- Replacement of existing corrugated metal pipe sewer mains with ductile iron pipe
- Replacement of concrete sewer manholes



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

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

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

Operational Impact

Aging infrastructure has an operational cost of between 2% and 4% 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.

CAPITAL FUND - 2021 Capital Projects

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

Division Water & Sewer

Gallery

Gallery 1: 2021 to 2023 Water and Sewer Planned Upgrades

Year	Street
2021	Hordal Road (Phase 1)
	54 Avenue (49 St. to School Draw Ave.) - Paving
2022	Hordal Road (Phase 2)
	Hordal Road (Phase 1) - Paving
2023	Johnson Crescent
	Hordal Road (Phase 2) - Paving



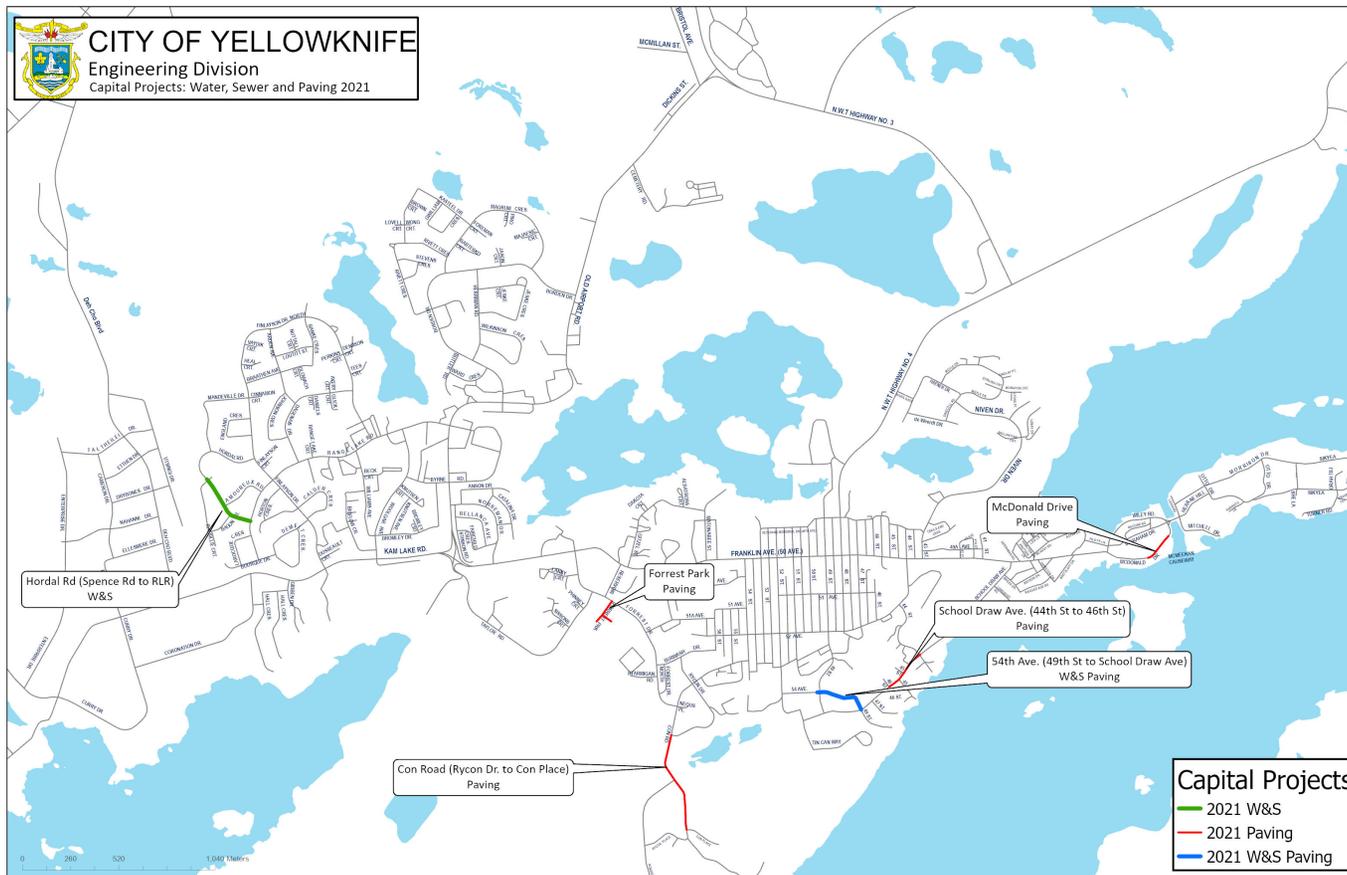
CAPITAL FUND - 2021 Capital Projects

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

Division Water & Sewer

Gallery

Gallery 2: 2021 Water, Sewer and Paving Projects Map



CAPITAL FUND - 2021 Capital Projects

Department GG General Government **Division** Information Technology
Project 44517611 Wireless Infrastructure

Budget			
	2021	2022	2023
	\$	\$	\$
Expenditures	75,000		
Funding			
Reserves	75,000		
<i>Total Funding</i>	75,000		

Description

Purpose

To upgrade the City of Yellowknife's wireless controller hardware and software to provide the increased functionality, scalability, redundancy, and capacity required to meet current and foreseeable needs.

Background

The Information Technology Division provides wireless network services for City employees at City Hall, the Multiplex, the Fieldhouse, the Public Works Garage, and the Library. As well, wireless Internet access is provided for citizens at City Hall, the Multiplex, the Fieldhouse, the Library, and the Somba K'e Civic Plaza (Gallery 1). Utilization of these services continues to increase and it is anticipated that there will be ongoing future growth in both utilization and the number of sites where service is required.

The current hardware and software will be at end-of-life and end-of-support in 2020. It does not interface with newer and more secure wireless protocols, and lacks redundancy as the total number of wireless access points exceeds the capability of a single controller, meaning that if one controller fails, some services will have to be discontinued. This project will acquire and deploy new controllers with automatic fail-over to establish redundancy for City-wide wireless functions, allow for additional access points to expand services, and ensure compatibility with current and future, more secure protocols.



Department GG General Government
Project 44517611 Wireless Infrastructure

Division Information Technology

Operational Impact

All departments and many citizens rely on the existing wireless services. If this project does not proceed, the current services cannot be expanded or brought to compliance with current security protocols. Furthermore, in the event of equipment failure, services will have to be reduced.

CAPITAL FUND - 2021 Capital Projects

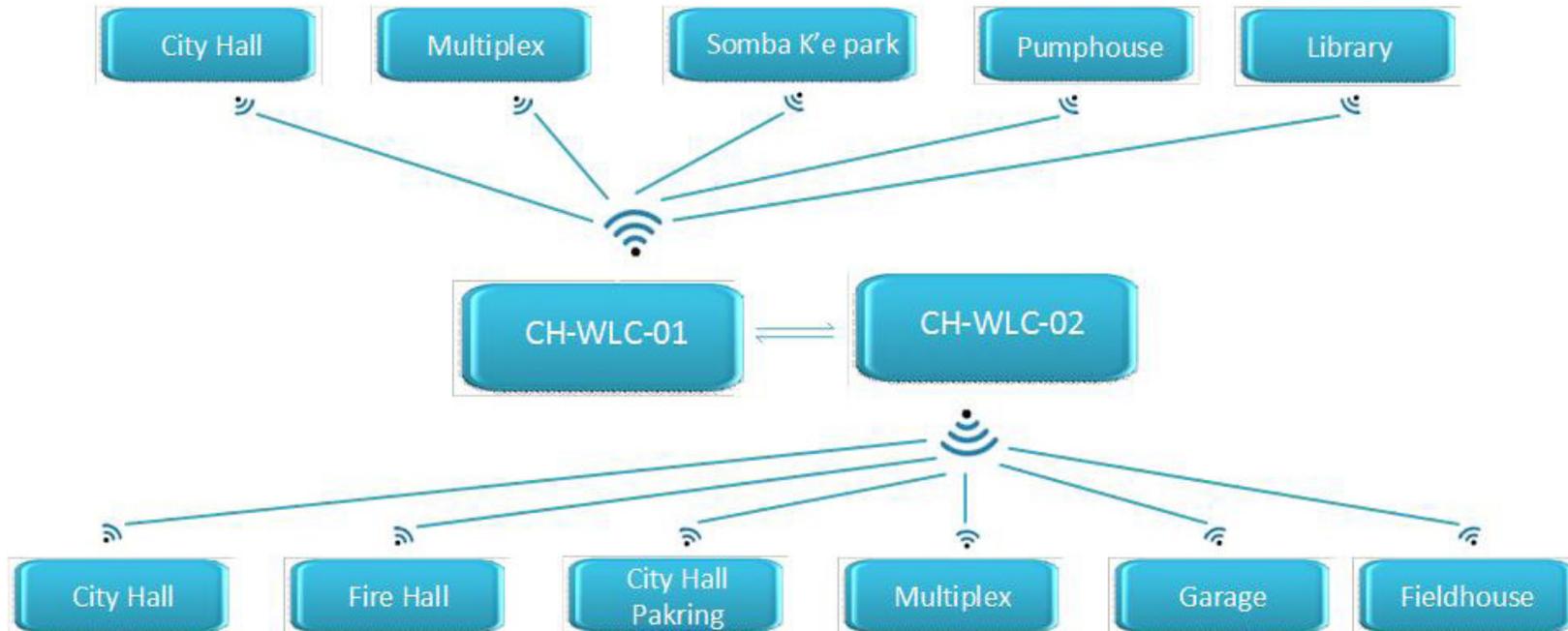
Department GG General Government
Project 44517611 Wireless Infrastructure

Division Information Technology

Gallery

Gallery 1

Wireless Infrastructure



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 (\$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)
Accessibility Implementation	567	(567)	-	-	-	-	-	-	-	-
Aquatic Centre	15,997	(3,279)	(3,999)	(7,999)	-	-	-	(720)	-	-
Asset Management	280	(280)	-	-	-	-	-	-	-	-
Capital Area Development Plan	60	(60)	-	-	-	-	-	-	-	-
Community Energy Plan Projects	2,620	(120)	-	-	(2,500)	-	-	-	-	-
Fleet Management	1,278	-	-	-	-	-	(1,278)	-	-	-
Hydraulic Rescue Tools	60	(32)	-	-	(28)	-	-	-	-	-
Information Technology Infrastructure Renewal	367	-	-	-	-	(367)	-	-	-	-
Lagoon Sludge Removal	2,800	-	-	(2,100)	-	-	-	-	(700)	-
Land Fund Capital Projects	2,000	-	-	-	-	-	-	-	-	(2,000)
Library Upgrades	80	(80)	-	-	-	-	-	-	-	-
Park Development	90	(90)	-	-	-	-	-	-	-	-
Park Equipment Replacement	135	-	-	(80)	(55)	-	-	-	-	-
Paving Program	3,000	-	(3,000)	-	-	-	-	-	-	-
Permitting System Evaluation/Replacement	125	-	-	-	-	(125)	-	-	-	-
RIMP Building Structural Assessment	75	(75)	-	-	-	-	-	-	-	-
Range Lake Area Development Plan	60	(60)	-	-	-	-	-	-	-	-
Rotary Range Lake Trail	210	-	-	-	(210)	-	-	-	-	-
SCBA Compressor and Fill Station	80	(80)	-	-	-	-	-	-	-	-
Sewage Force Main Repairs and Retentions	750	-	-	-	-	-	-	-	(750)	-
Submarine Water Supply Line Replacement	1,000	-	-	(750)	-	-	-	-	(250)	-
Traffic Light Upgrades	70	-	-	-	(70)	-	-	-	-	-
Water & Sewer Infrastructure Replacement	4,500	-	(4,500)	-	-	-	-	-	-	-
Total Capital Projects	36,204	(4,723)	(11,499)	(10,929)	(2,863)	(492)	(1,278)	(720)	(1,700)	(2,000)

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CAPITAL FUND - 2023 Capital Projects

Capital Projects	2023 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)	User Fees (\$000's)	Land Fund (\$000's)	Debt Financing (\$000's)
Accessibility Implementation	595	-	-	-	(595)	-	-	-	-	-
Aquatic Centre	15,312	(2,393)	-	(2,526)	(4,393)	-	-	-	-	(6,000)
Asset Management	475	(475)	-	-	-	-	-	-	-	-
Community Energy Plan Projects	120	(120)	-	-	-	-	-	-	-	-
Data Storage Infrastructure	175	-	-	-	-	(175)	-	-	-	-
Fleet Management	1,134	-	-	-	-	-	(1,134)	-	-	-
Information Technology Infrastructure Renewal	367	-	-	-	-	(367)	-	-	-	-
Lagoon Sludge Removal	2,800	-	-	(2,100)	-	-	-	(700)	-	-
Land Fund Capital Projects	2,000	-	-	-	-	-	-	-	(2,000)	-
New Landfill Cell Design	4,500	-	(4,500)	-	-	-	-	-	-	-
Park Equipment Replacement	115	(35)	-	(80)	-	-	-	-	-	-
Paving Program	3,500	-	(3,483)	-	(17)	-	-	-	-	-
Submarine Water Supply Line Replacement	1,000	(250)	-	(750)	-	-	-	-	-	-
Traffic Light Upgrades	70	-	-	-	(70)	-	-	-	-	-
Water & Sewer Infrastructure Replacement	3,975	(1,672)	-	-	-	-	-	(2,303)	-	-
Total Capital Projects	36,138	(4,945)	(7,983)	(5,456)	(5,075)	(542)	(1,134)	(3,003)	(2,000)	(6,000)

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RESERVE FUND

The City maintains a number of reserves that enable it to set aside money for specific purposes, thus levelling its expenditures and avoiding the extreme peaks that could otherwise be associated with

major initiatives. They are funded through all of the City's financial assets: cash on hand, accounts receivable, and land held for resale.

Reserve Fund	2019 Actuals (000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (000's)	2022 Budget (000's)	2023 Budget (000's)	Note
Downtown Development Reserve							
Opening Balance	941	813	894	844	827	860	
(To) Capital Fund	(74)	-	-	-	-	-	
(To) General Fund	(171)	(150)	(150)	(150)	(100)	(100)	(1)
From General Fund	173	150	80	113	113	150	(2)
From Land Fund	25	20	20	20	20	20	
Closing Balance	894	833	844	827	860	930	
Information Technology Reserve							
Opening Balance	1,532	1,334	1,660	1,287	1,310	1,318	
(To) Capital Fund	(472)	(612)	(1,073)	(627)	(492)	(542)	
From Capital Fund	600	700	700	650	500	550	
Closing Balance	1,660	1,422	1,287	1,310	1,318	1,326	
Mobile Equipment Replacement Reserve							
Opening Balance	2,176	1,097	2,105	1,292	1,409	1,631	
(To) Capital Fund	(1,411)	(1,326)	(2,243)	(1,353)	(1,278)	(1,134)	
From Capital Fund	1,340	1,430	1,430	1,470	1,500	1,630	
Closing Balance	2,105	1,201	1,292	1,409	1,631	2,127	
Major Community Facility Reserve							
Opening Balance	3,069	3,150	3,155	3,220	3,307	2,674	
(To) Capital Fund	-	(2,430)	-	-	(720)	-	(3)
From General Fund	86	90	65	87	87	87	
Closing Balance	3,155	810	3,220	3,307	2,674	2,761	
Heritage Reserve							
Opening Balance	156	156	186	84	84	84	
From General Fund	30	-	-	-	-	-	
(To) Capital Fund	-	-	(102)	-	-	-	
Closing Balance	186	156	84	84	84	84	
Samuel Colley Library Donation Reserve							
Opening Balance	220	225	425	427	427	427	
From General Fund	205	-	2	-	-	-	
Closing Balance	425	225	427	427	427	427	

RESERVE FUND

Reserve Fund	2019 Actuals (000's)	2020 Budget (\$000's)	2020 Forecast (\$000's)	2021 Budget (000's)	2022 Budget (000's)	2023 Budget (000's)	Note
Twin Pine Hill Trail Reserve							
Opening Balance	-	1	-	-	-	-	
Closing Balance	-	1	-	-	-	-	
Revitalization Initiative Reserve							
Opening Balance	2,416	2,416	2,416	2,416	2,416	2,416	
Closing Balance	2,416	2,416	2,416	2,416	2,416	2,416	
Community Grant Reserve							
Opening Balance	1	-	5	105	105	105	
From General Fund	4	-	100	-	-	-	
Closing Balance	5	-	105	105	105	105	
Total Reserves	10,846	7,064	9,675	9,885	9,515	10,176	
Reserve Opening Balance	10,511	9,192	10,846	9,675	9,885	9,515	
Total Transfers	335	(2,128)	(1,171)	210	(370)	661	
Reserve Closing Balance	10,846	7,064	9,675	9,885	9,515	10,176	

Note:

- (1) \$100,000 to fund the Homelessness Employment Program for 2021 to 2023 Budget and \$50,000 to fund Street Outreach Program for 2021 Budget.
- (2) 25% of parking meter revenue is transferred to the Downtown Development Reserve.
- (3) To fund the Aquatic Centre.



LONG-TERM DEBT

	2019 Actual (\$000)	2020 Budget (\$000)	2020 Forecast (\$000)	2021 Budget (\$000)	2022 Budget (\$000)	2023 Budget (\$000)
Outstanding Long-term Debt						
Opening Balance	16,927	15,320	15,320	13,662	11,951	10,186
Capital Fund Debt Issued	-	-	-	-	-	6,000
Capital Fund Debt Repaid	(1,607)	(1,658)	(1,658)	(1,711)	(1,765)	(1,890)
Closing Balance	15,320	13,662	13,662	11,951	10,186	14,296
Comprised of						
General Capital	15,320	13,662	13,662	11,951	10,186	14,296
	15,320	13,662	13,662	11,951	10,186	14,296

LONG-TERM DEBT

	2019 Actual (\$000)	2020 Budget (\$000)	2020 Forecast (\$000)	2021 Budget (\$000)	2022 Budget (\$000)	2023 Budget (\$000)
<u>General Capital</u>						
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%	12,455	11,154	11,154	9,812	8,428	7,000
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%	1,933	1,740	1,740	1,540	1,333	1,118
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%	543	489	489	433	375	315
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.	389	279	279	166	50	-
Aquatic Centre \$6M for 15 years	-	-	-	-	-	5,862
	15,320	13,662	13,662	11,951	10,186	14,296



LONG-TERM DEBT

Principal Payments and Interest Expenditures

		2019 Actual (\$000)	2020 Budget (\$000)	2020 Forecast (\$000)	2021 Budget (\$000)	2022 Budget (\$000)	2023 Budget (\$000)	2024 Estimated (\$000)	2025 Estimated (\$000)	2026 & Thereafter Projected (\$000)	Total From 2021 Onwards (\$000)
General											
Debenture#239 Refinancing	Principal	107	110	110	113	116	49	-	-	-	278
	Interest	12	9	9	6	3	-	-	-	-	9
		119	119	119	119	119	49	-	-	-	287
Water Treatment Plant \$20M	Principal	1,262	1,301	1,301	1,342	1,384	1,428	1,473	1,519	4,009	11,155
	Interest	405	365	365	324	282	238	193	147	155	1,339
		1,667	1,666	1,666	1,666	1,666	1,666	1,666	1,666	4,164	12,494
Water Treatment Plant \$3M	Principal	186	193	193	200	207	215	223	232	662	1,739
	Interest	75	68	68	61	53	46	37	29	33	259
		261	261	261	261	260	261	260	261	695	1,998
Water Treatment Plant \$0.839M	Principal	52	54	54	56	58	60	63	65	188	490
	Interest	23	21	21	18	16	14	11	9	10	78
		75	75	75	74	74	74	74	74	198	568
Submarine Intake Line \$4M	Principal	-	-	-	-	-	-	89	217	3,694	4,000
	Interest	-	-	-	-	-	-	50	114	808	972
		-	-	-	-	-	-	139	331	4,502	4,972
Aquatic Centre \$6M	Principal	-	-	-	-	-	138	337	346	5,179	6,000
	Interest	-	-	-	-	-	62	143	134	863	1,202
		-	-	-	-	-	200	480	480	6,041	7,201
Total	Principal	1,607	1,658	1,658	1,711	1,765	1,890	2,185	2,379	13,732	23,662
	Interest	515	463	463	409	354	360	434	433	1,869	3,859
		2,122	2,121	2,121	2,120	2,119	2,250	2,619	2,812	15,601	27,521

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)
2019	155,536	42,291	113,245	19,442	11,037	8,405
2020	145,108	43,177	101,931	18,139	12,635	5,504
2021	138,454	40,124	98,330	17,306	9,292	8,014
2022	145,030	37,918	107,112	18,129	7,947	10,182
2023	145,610	41,520	104,090	18,201	7,919	10,282

Note:

- (1) According to Section 167 of Cities, Towns and Villages Act, the City's borrowing limit is two times its eligible revenues and its debt service limit is 25% of these revenues.
- (2) Based on the borrowing of \$6 million for Aquatic Centre in 2023.
- (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 2021 to 2023 are projections only and are based on the assumption that the uncompleted capital contracts will be \$4.8 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. Therefore, 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 (2021 – 2030)

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 2021, 2022 and 2023 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document. 2024–2030 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 \$245.3 million. The City is striving to maintain a sustainable investment in infrastructure. Over the next five years, the planned capital expenditures are about \$169 million. It is projected that a capital reserve of approximately \$19.2 million will be in place by

2030 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	2021 TO 2023 Budget										2021 to 2030		
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total
Planned Expenditures (\$000):													
General Government	547	1,021	627	772	1,017	1,030	970	700	700	700	700	700	7,916
Others	74	409		280	475	430	370	100	100	100	100	100	2,055
IT Reserve	473	612	627	492	542	600	600	600	600	600	600	600	5,861
Public Safety	193	410	320	140	0	400	400	400	400	400	400	400	3,260
Safety/Safety Equipment	193	290	135	140									275
Firehall		120	185										185
Community Services	477	6,940	1,351	17,154	16,022	16,156	2,500	2,504	2,704	1,000	1,000	1,000	61,390
Aquatic Centre	27	4,805	0	15,997	15,312	11,963							43,272
Outdoor Recreation Facility						3,393	1,700	1,704	1,704				8,500
Parks/ Trails	209	287	115	435	115								665
Community Services Others	241	1,848	1,236	722	595	800	800	800	1,000	1,000	1,000	1,000	8,953
Public Works	9,765	10,566	12,993	16,018	17,099	22,780	35,453	12,650	11,400	11,580	11,920	11,220	163,113
Water & Sewer Capital Replacement	1,911	3,650	4,750	4,500	3,975	3,500	3,500	3,500	3,500	3,500	3,500	3,500	37,725
Other Water & Sewer Projects	1,958	700	2,850	3,550	2,800	2,800	3,800	700	700	700	700	700	19,300
Submarine Intake Line		1,000	1,000	1,000	1,000	9,000	20,983	500					33,483
Liftstation Upgrades						300	300	300	300	300	300	300	2,100
Public Transit	101												0
Roads & Sidewalks	3,772	3,770	2,570	3,070	3,570	4,500	4,500	4,500	4,500	4,500	4,500	4,500	40,710
Solid Waste Management	140					440	440	440	440	440	440	440	3,080
Construction of New Cell			350		4,500								4,850
Community Energy Plan	276	120	120	2,620	120	500	500	500	500	500	500	500	6,360
Fleet Management	1,607	1,326	1,353	1,278	1,134	1,740	1,430	2,210	1,460	1,640	1,980	1,280	15,505
Planning and Development	181	75	210	2,120	2,000	750	750	750	750	750	750	750	9,580
Total	11,163	19,012	15,501	36,204	36,138	41,116	40,073	17,004	15,954	14,430	14,770	14,070	245,259
Total Available	19,551	21,575	21,294	37,792	33,678	28,851	33,219	18,577	17,372	18,477	19,833	19,103	248,198
Surplus(Deficit)	8,388	2,563	5,793	1,588	(2,460)	(12,265)	(6,854)	1,574	1,419	4,047	5,063	5,033	
Closing balance	13,729	16,292	22,086	23,673	21,214	8,949	2,095	3,669	5,088	9,135	14,198	19,231	

Assumptions:

- (1) Annual transfers of \$1.3 million from the General Fund, effective 2022.
- (2) Aquatic Centre costs of \$49.875 million, partially funded by borrowing \$6 million for 15 years at 2.5% in 2023.
- (3) Submarine water supply line costs of \$34.5 million, partially funded by borrowing \$4 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 \$5.9 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 2020, the City conducted a Fire Hall Study to assess the building's condition, functionality and location relative to current service requirements and to support the emergency response needs of a growing community. The study has now been completed, and the City is reviewing its findings and considering options to renovate or replace the existing Fire Hall and add a satellite station in order to plan for future needs and to allocate capital resources accordingly.

The planned expenditures over the next ten years on safety equipment and the Fire Hall total about \$3.3 million, but this estimate has not accounted for a major project to renovate, rebuild or replace the existing Fire Hall as its costs are still needed to be determined.

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. Through a comprehensive community engagement plan the ACAC completed and submitted an Aquatic Centre Pre-Design Plan that was adopted by Council in the fall of 2018. The Plan included the various components of an Aquatic Centre including a 52m 6 lane lap pool, a 25m 3 lane teaching pool and other amenities including hot tub, steam room, office space, spring boards etc. The Plan estimated the project cost to be \$49.8M. Subsequently, Council also requested that a 25m lap pool be considered in a Design Plan. Funding was allocated in 2019 to secure the services of a Bridging Contractor to carry out a public consultation process and complete a detailed facility design, develop more specific capital and cost estimates, with a view to allocating additional resources from 2020 through 2024 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 plans to allocate resources to conduct an assessment of the building structure in 2021.

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 \$61.4 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 \$37.7 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 \$33.5 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 \$40.7 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 \$15.5 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 \$4.5 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

10-YEAR CAPITAL PLAN

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 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 was adopted by Council in July 2020. 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 establishes 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 2021.

The planned expenditures in this area over the next ten years total \$9.5 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 \$1.3 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 to 2022, the City is planning to use \$3.15 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 \$19.2 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 \$4 million to finance the replacement of the submarine water supply line and another \$6 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 \$15.3 million in 2019 to \$10.2 million by the end of 2022. However, if the City borrows \$6 million in 2023 for the proposed Aquatic Centre and \$4 million in 2024 for the submarine water supply line, its annual debt servicing cost will climb from \$2.1 million in 2021, to \$2.6 million in 2024, and \$2.8 million in 2025. 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 water supply line.

SUMMARY

Over the next ten years, the City's planned annual capital expenditures will average \$24.5 million.

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