



# 2022 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

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## **CITY ADMINISTRATION**

**City Manager:**

Sheila Bassi-Kellett

**Director of Corporate Services:**

Sharolynn Woodward

**Director of Economic Development & Strategy:**

Kerry Thistle

**Director of Public Works & Engineering:**

Chris Greencorn

**Director of Community Services:**

Grant White

**Director of Public Safety:**

Jennifer Hunt-Poitras

**Director of Planning & Development:**

Charlsey White

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**City Auditors:**

Crowe MacKay LLP

**City Bankers:**

TD Canada Trust



Photo by: Kevin Klingbeil



# CITY OF YELLOWKNIFE

**PREPARED BY THE CITY OF YELLOWKNIFE**

4807 52 Street

Yellowknife, NT X1A 2N4

Canada

(867) 920-5600 | [www.yellowknife.ca](http://www.yellowknife.ca)

**FOR MORE INFORMATION EMAIL:**

*[budget@yellowknife.ca](mailto:budget@yellowknife.ca)*



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## **The City of Yellowknife working for you!**

Situated on the ancient Precambrian shield of Great Slave Lake, the community of Yellowknife is located on Chief Drygeese territory, the traditional lands of the Yellowknives Dene First Nation. We are an active, eclectic and inclusive community, home to over 21,000 residents who enjoy an urban lifestyle on the edge of pristine wilderness. As the capital city of the Northwest Territories, Yellowknife is a crossroads for people from across the Northwest Territories and the Canadian arctic, and we welcome all people who live, work and visit our community. Council and staff of the City of Yellowknife work hard to ensure that residents and visitors can count on us for the best possible municipal programs and services.

## **COVID-19 – Our Ongoing Reality**

As the 2022 budget development process has been underway, we met and passed the 18-month anniversary of our new reality under COVID-19. While Yellowknife escaped significant health impacts from COVID in 2020, we saw in 2021 how easy it is for community spread to have a significant impact on Yellowknifers and impact City operations. The closure of facilities in May 2021 and again in September and October, as part of the circuit breaker that worked to successfully reduce case counts, impacted the ability of Yellowknifers to engage in healthy recreation activities; it also impacted the City's fiscal position given reduced revenues from users. In this context, preparing Budget 2022 continued to be a challenge, testing our fortitude, stability and resilience as we worked to respond to an ever changing context.

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 worked hard to maintain and deliver on our 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, and this has continued as our foundation ever since.

During a pandemic, 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 2022 and beyond, it's clear that COVID-19 will continue to shape our context into the future. Given this, the focus will remain on safely delivering core municipal services: water and sewer, roads and sidewalks, fire and ambulance. In accordance with the parameters set by the Office of the Chief Public Health Officer (OCPHO), the City will continue reopening our facilities, resume the delivery of programs and services that contribute to the quality of life for Yellowknifers, and explore creative recreation options that can ensure everyone stays safe.

At the best of times, the City's budgeting process is a delicate balancing act, and in the COVID context, it's even more of a challenge. The final outcome of this balancing act is the Budget itself, 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 brought added uncertainty around revenues and expenditures since it emerged in March 2020 and throughout 2021, and has 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

# BUDGET MESSAGE

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 the future. Budget 2022 reflects this through conservative revenue projections and limited expenditures where feasible, recognising that the resources needed to deliver municipal programs and services in this context are not static. We continue to be fiscally prudent and to balance affordability with the pressure to ensure stable program and service delivery.

## 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 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 2022 incorporates strategies to advance these goals along with plans for maintaining core services at the level that Yellowknifers expect. Under Council's direction, the City works to meet current pressures while planning the right investments, so that we can continue to ensure sustainability 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, including those from a regulatory perspective.

- Renewal of our **water licence** in 2021 has been a complex multi-year process required to demonstrate regulatory compliance when the City draws water from local water bodies and deposits waste and waste water into the environment.
- In addition, the City takes the **health and 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.
- 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.
- In addition to regulatory requirements, 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 collaborate on solutions.

Counterbalancing all these growth pressures is the reality that development continues to be slow and the annual increase in the City's total taxable assessment is expected to be only 0.51%, resulting in minimal natural growth in taxation revenue in 2022. 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 were underfunded by a total of \$40 million annually - \$11 million of this earmarked for the City of Yellowknife. Inadequate core funding significantly reduces the City's ability to deliver services, and build and maintain infrastructure. The GNWT has worked to reduce this gap – with an ongoing increase of \$855,000 for Community Public Infrastructure (CPI) funding annually, and one time top-ups in 2021-22 through CPI and the Gas Tax - and for that we are grateful, but the ongoing underfunding impacts us every year. 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.

**Operational and Maintenance** investments in 2022 focus on essentials including:

- Development of a **Succession Plan** to ensure key functions at the City continue uninterrupted as the nature of work changes with COVID;
- Funds to advance the City's **Reconciliation** Action Plan
- A one-time investment needed to run the **2022 Civic Election**;
- An investment in ensuring **accessible transit**

**Staffing** to ensure service standards continues to be a challenge. Program and service levels that Yellowknifers have come to expect happen because of the dedication of our hardworking employees. After deliberately proposing no new positions in Budget 2021, the impact has been felt on service levels in core program and service functions. As a result, City Administration is proposing some position growth in 2022 to respond to increased service demand for core services.

Infrastructure investment in 2022 continues 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**. As the draft Budget 2022 goes to print, the City is preparing for the referendum in which Yellowknife voters will decide if they authorize the City to borrow up to \$10,001,000 for this project. In early 2021, Council approved the Design Plan which incorporates two pool basins, an amusement-style water slide, splash pad, hot tub, lazy river and other features. Subsequently, Administration confirmed through the City's procurement process the successful proponent to undertake the Design Build process for \$67.7 million, pending voter approval to borrow the outstanding amount. For planning purposes, Budget 2022 includes the funds required to proceed with the Aquatic Centre.

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 – 75% of the total cost - and staff continue to seek external support for the remaining \$8.6 million of the anticipated cost. In the meantime, 2022 will see ongoing design and preparation for this critical piece of infrastructure that ensures safe drinking water for area residents.

# BUDGET MESSAGE

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 continues to strengthen 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.

Other infrastructure investments proposed for 2022 will focus on core services that protect the health and safety of Yellowknifers, sustain our facilities to support the good quality of life Yellowknifers have come to expect and deliver programs for our residents:

- Ongoing investment in implementation of the **accessibility audit** report recommendations;
- Continued investments in the **Community Energy Plan** initiatives, including towards district energy implementation, and ongoing allocations to support the work of the Sustainability Coordinator;
- Upgrading the **Range Lake Trail**, in partnership with the Rotary Club;
- Investing to replace the Curling Club Roof;
- An investment to finalize the design of the **Fire Hall Expansion**, and an investment of approximately \$3.3M in future years to proceed with its construction;
- A one-time investment for the replacement of the Knox Box system that enables first responders to access buildings;
- A one-time expenditure to acquire and deploy software to improve the effectiveness of **emergency dispatch processes**;
- 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 Development Fund money to create **area development plans** for areas earmarked for potential development and expansion;
- Ongoing investment in **Land surveying**, which is required for the transfer of vacant Commissioners Land from the GNWT to the City;
- The annual **Paving** and **Water and Sewer Program** allocations;
- An investment to improve water truck fill safety at **Pumphouse # 4**;
- Ongoing investment to continue to refurbish and replace amenities at the **City's playgrounds**;
- Funding to complete a structural **assessment of the Ruth Inch Memorial Pool building** and identify potential uses for the building should the proposed aquatic centre proceed; and
- An investment to improve the condition of the **Sewage 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 2022 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. The world is settling into the ongoing reality of COVID-19, which continues to bring uncertainty and volatility to our context. As such, the City is continuing its prudent, planned approach to fiscal management that has served us so well to date. We are in this together, and we commit to building a sustainable community for Yellowknifers, now and into the future.



## 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.

# READER'S GUIDE

## 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.

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 Councilors 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

## READER'S GUIDE

**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

**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;

# BUDGET POLICY

4. Land Development Fund – amount sufficient to fund future land development;
5. Service Connection Failure Assistance Fund – no less than Nil;
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;



# BUDGET POLICY

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

VII. Debt Level and Capacity

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

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

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

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

VIII. Administration Fees

The City shall transfer the annual estimated administrative costs from the Water and Sewer Fund, Solid Waste Management Fund and Land Development Fund to the

General Fund. The estimated administrative costs shall be reviewed annually as part of the budget preparation process.

IX. Policy Compliance

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

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CITY OF YELLOWKNIFE

# COUNCIL'S GOALS & OBJECTIVES

## 2019 - 2022

### VISION

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

### MISSION

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

### VALUES

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

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

# COUNCIL'S GOALS & OBJECTIVES

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# BUDGET SUMMARY

Summary -All Funds	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Taxation	31,405	32,196	32,160	36,626	37,572	38,918	
Government Grants	18,721	22,606	20,626	32,334	45,901	26,444	
User Charges	23,908	24,135	25,478	25,886	26,335	26,833	
Land Sales	1,743	2,492	1,039	3,421	1,651	333	
Investment Income	807	630	683	680	680	680	
<b>Total Revenue</b>	<b>76,584</b>	<b>82,059</b>	<b>79,986</b>	<b>98,947</b>	<b>112,139</b>	<b>93,208</b>	
<b>Expenditures</b>							
General Government	12,026	13,521	14,239	14,841	14,924	15,521	
Community Services	9,441	11,179	11,083	11,577	11,811	12,058	
Public Safety	8,641	8,754	8,911	9,671	10,147	10,459	
Planning & Development	1,399	1,770	1,786	1,876	1,980	2,059	
Public Works & Engineering	7,376	8,297	7,824	8,524	8,651	8,880	
Solid Waste Management Fund	3,054	2,989	3,328	3,606	3,738	3,828	
Water & Sewer Fund	7,442	8,034	8,007	8,483	8,541	8,743	
Service Connection Failure Assistance Fund	772	933	755	938	930	922	
Land Development Fund	356	892	926	1,900	728	90	
Capital Expenditures	13,003	15,501	18,568	42,240	67,432	28,704	
Amortization	15,133	15,558	15,558	15,409	15,366	16,292	
Carryforward Projects	-	3,503	-	3,602	-	-	
<b>Total Expenditures</b>	<b>78,643</b>	<b>90,931</b>	<b>90,985</b>	<b>122,667</b>	<b>144,248</b>	<b>107,556</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,059)</b>	<b>(8,872)</b>	<b>(10,999)</b>	<b>(23,720)</b>	<b>(32,109)</b>	<b>(14,348)</b>	
Debenture Proceeds	-	-	-	10,001	-	4,000	
Debenture Interest	(464)	(409)	(409)	(503)	(642)	(632)	
Debt Principal Repayments	(1,657)	(1,711)	(1,711)	(1,976)	(2,273)	(2,380)	
<b>Debenture Total</b>	<b>(2,121)</b>	<b>(2,120)</b>	<b>(2,120)</b>	<b>7,522</b>	<b>(2,915)</b>	<b>988</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(4,180)	(10,992)	(13,119)	(16,198)	(35,024)	(13,360)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	15,433	15,558	15,558	15,409	15,366	16,292	
<b>Change in Fund Balance</b>	<b>11,253</b>	<b>4,566</b>	<b>2,439</b>	<b>(789)</b>	<b>(19,658)</b>	<b>2,932</b>	
<b>Opening Balance</b>	<b>36,286</b>	<b>35,470</b>	<b>47,539</b>	<b>49,978</b>	<b>49,189</b>	<b>29,531</b>	
<b>Closing Balance</b>	<b>47,539</b>	<b>40,036</b>	<b>49,978</b>	<b>49,189</b>	<b>29,531</b>	<b>32,463</b>	

# BUDGET SUMMARY

Summary Budget by Object	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Expenditures (by Object)</b>							
Operations & Maintenance	21,242	24,207	24,511	<b>26,357</b>	26,310	27,076	
Capital	13,003	15,501	18,568	<b>42,240</b>	67,432	28,704	
Carryforward Projects	-	3,503	-	<b>3,602</b>	-	-	
Grants	663	751	741	<b>766</b>	796	829	
Interest on Long-term Debt	464	409	409	<b>503</b>	642	632	
Wages & Benefits	28,368	30,239	30,401	<b>32,143</b>	33,366	34,315	
Land	356	892	926	<b>1,900</b>	728	90	
Valuation Allowance	178	280	280	<b>250</b>	250	250	
Amortization	14,833	15,558	15,558	<b>15,409</b>	15,366	16,292	
<b>Total Expenditures</b>	<b>79,107</b>	<b>91,340</b>	<b>91,394</b>	<b>123,170</b>	<b>144,890</b>	<b>108,188</b>	



# BUDGET SUMMARY

Summary -Fund Balances	2020 Actuals (\$000s)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Operating Fund Balances</b>							
General Fund	13,252	7,636	13,357	<b>13,359</b>	13,362	13,365	
Land Development Fund	8,724	9,600	8,938	<b>7,153</b>	7,223	5,238	
Solid Waste Management Fund	(12,673)	(12,583)	(12,788)	<b>(13,017)</b>	(13,005)	(12,671)	
Water & Sewer Fund	2,166	1,802	3,179	<b>3,702</b>	4,153	4,386	
Service Connect Failure Assistance Fund	1,812	1,610	1,989	<b>1,989</b>	1,989	1,989	
<b>Total Operating Fund Balances</b>	<b>13,281</b>	<b>8,065</b>	<b>14,675</b>	<b>13,186</b>	<b>13,722</b>	<b>12,307</b>	
<b>Capital Fund Balance</b>							
Capital Fund	23,098	25,589	25,162	<b>28,958</b>	5,133	9,301	
Carryforward Projects	-	(3,503)	-	<b>(3,602)</b>	-	-	
<b>Total Capital Fund Balance</b>	<b>23,098</b>	<b>22,086</b>	<b>25,162</b>	<b>25,356</b>	<b>5,133</b>	<b>9,301</b>	
<b>Reserve Fund Balances</b>							
Downtown Development Reserve	894	827	877	<b>910</b>	943	976	
Information Technology Reserve	1,803	1,310	1,541	<b>1,731</b>	1,801	1,911	
Mobile Equipment Replacement Reserve	2,260	1,409	1,397	<b>1,619</b>	2,208	2,156	
Major Community Facility Reserve	3,181	3,307	3,268	<b>3,329</b>	2,665	2,752	
Heritage Reserve	113	84	138	<b>138</b>	138	138	
Samuel Colley Library Donation Reserve	427	427	429	<b>429</b>	429	429	
Revitalization Initiative Reserve	2,416	2,416	2,416	<b>2,416</b>	2,416	2,416	
Community Grant Reserve	66	105	75	<b>75</b>	75	75	
<b>Total Reserve Fund Balances</b>	<b>11,160</b>	<b>9,885</b>	<b>10,141</b>	<b>10,647</b>	<b>10,675</b>	<b>10,853</b>	
<b>Total Fund Balances</b>	<b>47,539</b>	<b>40,036</b>	<b>49,978</b>	<b>49,189</b>	<b>29,531</b>	<b>32,463</b>	

# BUDGET SUMMARY

Schedule of Grants & Donations	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Government of Canada Grants</b>							
Gas Tax Agreement	2,543	6,351	7,116	6,140	19,471	5,717	
Clean Waste Water Agreement	163	-	-	-	-	-	
Build Canada Funding	314	-	1,313	10,525	-	-	
Community Capacity Building Fund	320	-	-	-	-	-	
Investing In Canada Infrastructure Program	1,370	1,350	60	3,964	9,034	1,463	
Disaster Mitigation & Adaption Fund	79	750	113	750	750	6,750	
Canada Day Celebration (Canada Heritage)	35	25	15	25	25	25	
Indigenous Relations (INAC)	35	-	-	-	-	-	
Other Government of Canada Grants	138	100	104	100	100	100	
<b>Total Federal Grants</b>	<b>4,997</b>	<b>8,576</b>	<b>8,721</b>	<b>21,504</b>	<b>29,380</b>	<b>14,055</b>	
<b>Government of Northwest Territories (GNWT) Grants</b>							
MACA Formula Funding	7,828	7,829	7,828	7,828	7,828	7,828	
Community Public Infrastructure Funding	2,810	3,718	1,754	2,159	7,850	3,718	
Property Assessment	125	125	125	125	125	125	
Library Grant	105	105	110	110	110	110	
Sports & Recreation Grant	71	80	89	80	80	80	
Ground Ambulance & Highway Rescue	3	37	37	37	37	37	
Water & Sewer Services	386	386	429	429	429	429	
COVID Safe Restart Funding	1,560	1,560	780	-	-	-	
Street Outreach (funding provided by Federal & Territorial Governments)	25	130	130	1	1	1	
CEP Transportation Initiative	7	-	56	-	-	-	
Economic Development	426	50	513	50	50	50	
<b>Total GNWT Grants</b>	<b>13,346</b>	<b>14,020</b>	<b>11,851</b>	<b>10,819</b>	<b>16,510</b>	<b>12,378</b>	
<b>Other Contributions &amp; Donations</b>	<b>378</b>	<b>10</b>	<b>54</b>	<b>11</b>	<b>11</b>	<b>11</b>	
<b>Total Grants &amp; Donations</b>	<b>18,721</b>	<b>22,606</b>	<b>20,626</b>	<b>32,334</b>	<b>45,901</b>	<b>26,444</b>	

**Note:**

(1) The City of Yellowknife, by agreement with the Government of Canada, is the Community Entity that received 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, 2020 to March 31, 2021, the City received \$1,216,770 from the Government of Canada which was used to fund sheltering agencies and other related expenses. In addition, the City also received \$1,969,258 from Canada's COVID-19 Economic Response Plan funding to support people experiencing and at risk of homelessness.



## STAFFING SUMMARY

Staffing by Department: (FTE)	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
General Government							
City Administration	14.00	13.00	13.00	<b>13.00</b>	13.00	13.00	
Corporate Services	30.40	30.41	30.41	<b>31.41</b>	31.41	31.41	
Economic Development & Strategy	4.00	5.00	5.00	<b>6.00</b>	6.00	6.00	
Community Services	65.61	65.21	65.21	<b>63.32</b>	63.32	63.32	
Public Safety	56.50	56.50	56.50	<b>61.00</b>	61.00	61.00	
Planning & Development	11.00	11.00	11.00	<b>12.00</b>	12.00	12.00	
Public Works & Engineering	57.90	58.04	58.04	<b>60.81</b>	60.81	60.81	
	<u>239.41</u>	<u>239.16</u>	<u>239.16</u>	<b><u>247.54</u></b>	247.54	247.54	
Permanent	212.54	213.54	213.54	<b>224.04</b>	224.04	224.04	
Part-time/Casual/Term	26.87	25.62	25.62	<b>23.50</b>	23.50	23.50	
	<u>239.41</u>	<u>239.16</u>	<u>239.16</u>	<b><u>247.54</u></b>	247.54	247.54	
<b>Net change in FTE positions</b>		<b>(0.25)</b>	<b>0.00</b>	<b>8.38</b>	<b>0.00</b>	<b>0.00</b>	

# STAFFING SUMMARY

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# GENERAL FUND

General Fund	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Taxation	31,405	32,196	32,160	36,626	37,572	38,918	
Taxes Allocated to Capital	-	(269)	(269)	(1,000)	(1,000)	(1,000)	
Government Grants	2,458	2,142	1,836	459	459	459	
User Charges	7,213	7,182	7,931	8,059	8,117	8,186	
Investment Income	634	450	503	500	500	500	
<b>Total Revenue</b>	<b>41,710</b>	<b>41,701</b>	<b>42,161</b>	<b>44,644</b>	<b>45,648</b>	<b>47,063</b>	
<b>Expenditures (By Department)</b>							
General Government	12,026	13,521	14,239	14,841	14,924	15,521	
Community Services	9,441	11,179	11,083	11,577	11,811	12,058	
Public Safety	8,641	8,754	8,911	9,671	10,147	10,459	
Planning & Development	1,399	1,770	1,786	1,876	1,980	2,059	
Public Works & Engineering	7,376	8,297	7,824	8,524	8,651	8,880	
Solid Waste Management	25	-	-	-	-	-	
Amortization	7,921	8,257	8,257	7,856	8,087	8,528	
<b>Total Expenditures</b>	<b>46,829</b>	<b>51,778</b>	<b>52,100</b>	<b>54,345</b>	<b>55,600</b>	<b>57,505</b>	
<b>Net Revenue (Expenditures)</b>	<b>(5,119)</b>	<b>(10,077)</b>	<b>(9,939)</b>	<b>(9,701)</b>	<b>(9,952)</b>	<b>(10,442)</b>	
<b>Interfund Transfers</b>							
(To) From Water & Sewer Fund	1,255	1,145	1,145	1,174	1,203	1,233	
(To) From Solid Waste Management Fund	340	349	349	358	367	376	
(To) From Land Development Fund	377	379	379	389	398	408	
(To) From Reserve	(279)	(50)	(86)	(74)	(100)	(100)	
<b>Total Interfund Transfers</b>	<b>1,693</b>	<b>1,823</b>	<b>1,787</b>	<b>1,847</b>	<b>1,868</b>	<b>1,917</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(3,426)	(8,254)	(8,152)	(7,854)	(8,084)	(8,525)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	8,221	8,257	8,257	7,856	8,087	8,528	
<b>Change in Fund Balance</b>	<b>4,795</b>	<b>3</b>	<b>105</b>	<b>2</b>	<b>3</b>	<b>3</b>	
<b>Opening Balance</b>	<b>8,457</b>	<b>7,633</b>	<b>13,252</b>	<b>13,357</b>	<b>13,359</b>	<b>13,362</b>	
<b>Closing Balance</b>	<b>13,252</b>	<b>7,636</b>	<b>13,357</b>	<b>13,359</b>	<b>13,362</b>	<b>13,365</b>	

# GENERAL FUND

General Fund -Expenditures by Division & Object	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Expenditures (By Division)</b>							
General Government							
Fiscal Services	452	454	468	<b>499</b>	544	600	
Mayor & Council	1,224	1,416	1,354	<b>1,455</b>	1,504	1,559	
City Administration	3,108	3,213	3,433	<b>3,843</b>	3,763	4,043	
Corporate Services	6,150	7,130	7,048	<b>7,492</b>	7,552	7,739	
Economic Development & Strategy	1,092	1,308	1,936	<b>1,552</b>	1,561	1,580	
<b>Total General Government</b>	<b>12,026</b>	<b>13,521</b>	<b>14,239</b>	<b>14,841</b>	<b>14,924</b>	<b>15,521</b>	
Community Services							
Directorate	1,523	1,404	1,345	<b>1,435</b>	1,461	1,478	
Arenas	2,171	2,596	2,524	<b>2,698</b>	2,750	2,813	
Library	1,201	1,350	1,348	<b>1,435</b>	1,461	1,493	
Parks	1,142	1,459	1,541	<b>1,457</b>	1,503	1,524	
Recreation	633	861	858	<b>879</b>	892	909	
Pool	1,438	1,892	1,874	<b>1,983</b>	2,032	2,086	
Curling Club	105	147	142	<b>151</b>	154	161	
City Hall	575	665	660	<b>723</b>	726	740	
Wildcat Cafe	13	25	25	<b>26</b>	27	28	
Fieldhouse	640	780	766	<b>790</b>	805	826	
<b>Total Community Services</b>	<b>9,441</b>	<b>11,179</b>	<b>11,083</b>	<b>11,577</b>	<b>11,811</b>	<b>12,058</b>	
Public Safety							
Directorate	514	689	766	<b>648</b>	670	695	
Fire	6,672	6,617	6,701	<b>7,509</b>	7,927	8,182	
Municipal Enforcement	1,455	1,448	1,444	<b>1,514</b>	1,550	1,582	
<b>Total Public Safety</b>	<b>8,641</b>	<b>8,754</b>	<b>8,911</b>	<b>9,671</b>	<b>10,147</b>	<b>10,459</b>	
Planning & Development							
Directorate	406	673	688	<b>584</b>	606	631	
Planning & Lands	589	716	717	<b>878</b>	975	1,022	
Building Services	404	381	381	<b>414</b>	399	406	
<b>Total Planning &amp; Development</b>	<b>1,399</b>	<b>1,770</b>	<b>1,786</b>	<b>1,876</b>	<b>1,980</b>	<b>2,059</b>	



# GENERAL FUND

General Fund -Expenditures by Division & Object	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
Public Works & Engineering							
Directorate	941	898	905	951	982	1,001	
City Garage	907	822	969	842	855	868	
Public Transit	1,691	2,380	2,119	2,621	2,680	2,791	
Roads & Sidewalks	3,862	4,197	3,831	4,110	4,134	4,220	
<b>Total Public Works &amp; Engineering</b>	<b>7,401</b>	<b>8,297</b>	<b>7,824</b>	<b>8,524</b>	<b>8,651</b>	<b>8,880</b>	
<b>Total Expenditures</b>	<b>38,908</b>	<b>43,521</b>	<b>43,843</b>	<b>46,489</b>	<b>47,513</b>	<b>48,977</b>	
<b>Details of All O&amp;M</b>							
Wages & Benefits	24,745	26,251	26,447	27,855	28,934	29,781	
General Services	6,053	7,245	7,529	8,139	7,953	8,276	
Materials	2,033	2,728	2,712	3,022	3,016	3,122	
Maintenance	1,391	1,840	1,817	1,898	1,916	1,969	
Utility -Fuel	482	688	647	728	742	771	
Utility -Power	2,000	2,247	2,181	2,298	2,367	2,439	
Vehicle O&M	595	672	677	714	720	721	
Others (Insurance, grants & bad debts)	1,609	1,850	1,833	1,835	1,865	1,898	
Amortization	7,921	8,257	8,257	7,856	8,087	8,528	
<b>Total Details of O&amp;M</b>	<b>46,829</b>	<b>51,778</b>	<b>52,100</b>	<b>54,345</b>	<b>55,600</b>	<b>57,505</b>	

# GENERAL FUND

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# GENERAL FUND – Mayor & Council

Mayor and Council Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	2	-	1	-	-	-	(1)
<b>Total Revenue</b>	<b>2</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Community Assistance	611	710	678	<b>727</b>	753	779	
Public Inquiry & Communication	183	214	205	<b>219</b>	226	235	
Strategic Planning	123	141	134	<b>145</b>	149	135	
Legislation & Governance	307	351	337	<b>364</b>	376	390	
<b>Total Expenditures (By Activity)</b>	<b>1,224</b>	<b>1,416</b>	<b>1,354</b>	<b>1,455</b>	<b>1,504</b>	<b>1,539</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,222)</b>	<b>(1,416)</b>	<b>(1,353)</b>	<b>(1,455)</b>	<b>(1,504)</b>	<b>(1,539)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	448	470	470	<b>475</b>	483	492	
General Services	33	108	75	<b>113</b>	114	117	(2)
Materials	80	87	68	<b>101</b>	111	121	(3)
Others	663	751	741	<b>766</b>	796	829	(4)
<b>Total Expenditures (By Object)</b>	<b>1,224</b>	<b>1,416</b>	<b>1,354</b>	<b>1,455</b>	<b>1,504</b>	<b>1,559</b>	

**Note:**

- (1) Revenues are from flag sales.
- (2) Public relations and governance strategy work.
- (3) Travel, meeting expenses, memberships, and subscriptions.
- (4) Community Grants and Tax Relief. City Council may make grants for purposes that, in the opinion of Council, will benefit the residents of municipality. During budget deliberations Council sets the total dollar amount of grants to be given out during the year; specific allocations are recommended during the grant review process and approved by Council early each year. Property tax relief is provided for eligible senior and disabled property owners (to a maximum of \$2,000 per year) on equal cost-sharing basis with the GNWT. The total amount of all grants made by the City must not exceed 2% of the previous year's unrestricted revenues.

# GENERAL FUND – Mayor & Council

Grants Budget	2020	2021	2021	2022	2023	2024	Note
	Actuals (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget (\$000's)	Budget (\$000's)	Budget (\$000's)	
Senior Citizens/Disabled Tax Rebate	258	281	281	298	328	361	
Multi-Year Funding	301	336	336	319	319	319	
Sponsorship Grants	39	50	40	50	50	50	
Community Services Grants	65	84	84	99	99	99	
<b>Total Grants</b>	<b>663</b>	<b>751</b>	<b>741</b>	<b>766</b>	<b>796</b>	<b>829</b>	



## GENERAL FUND – Mayor & Council

Multi-Year Funding	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Aurora Fiddlers Society	5,000	6,000	6,000	-	-	-	
Canadian Championship Dog Derby	13,000	15,000	15,000	15,000	15,000	-	
Ecology North	15,000	16,000	16,000	-	-	-	
Folk on the Rocks	15,000	16,000	16,000	15,000	-	-	
Food Rescue	16,600	17,600	17,600	15,000	-	-	
Northern Arts & Cultural Centre	47,000	48,000	48,000	-	-	-	
North Slave Metis Alliance	-	11,000	11,000	10,000	-	-	
NWT Council For Persons With Disabilities	18,000	19,000	19,000	-	-	-	
NWT SPCA	10,000	11,000	11,000	10,000	-	-	
Rainbow Coalition of Yellowknife	8,000	9,000	9,000	-	-	-	
St. John Ambulance	10,000	-	-	-	-	-	
The Snow King Winter Festival	20,000	21,000	21,000	-	-	-	
Western Arctic Moving Pictures	8,000	9,000	9,000	-	-	-	
Yellowknife Community of Dance	-	7,000	7,000	6,000	-	-	
Yellowknife Farmers Market	20,000	30,000	30,000	30,000	30,000	-	
Yellowknife Gymnastics Club	8,000	9,000	9,000	8,000	-	-	
Yellowknife Playgroup Association	5,000	6,000	6,000	-	-	-	
Yellowknife Seniors Society	47,000	48,000	48,000	-	-	-	
Yellowknife Ski Club	20,000	21,000	21,000	-	-	-	
YWCA NWT	15,000	16,000	16,000	15,000	-	-	
Additional Grants	-	-	-	194,600	273,600	318,600	
<b>Total Multi-Year Funding</b>	<b>300,600</b>	<b>335,600</b>	<b>335,600</b>	<b>318,600</b>	<b>318,600</b>	<b>318,600</b>	

# GENERAL FUND – Mayor & Council

Sponsorship Grants	2020 Actuals (\$)	2021 Budget (\$)	2021 Forecast (\$)	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	Note
Association Franco-Culturelle de YK	5,750	5,000	5,000	-	-	-	
Far North Photo Festival	7,000	-	-	-	-	-	
Midnight Sun Fly-in Association	-	5,000	5,000	-	-	-	
Music Teachers' Association of the NWT	5,000	5,000	5,000	-	-	-	
MakeWay Charitable Society - Dene Nahjo	-	10,000	-	-	-	-	(1)
North Words Writers Festival Society	7,000	10,000	10,000	-	-	-	
NWT Judo Association	1,782	5,000	5,000	-	-	-	
Old Town Community Association	7,000	10,000	10,000	-	-	-	
Yellowknife Choral Society	5,000	-	-	-	-	-	
Additional Grants	-	-	-	50,000	50,000	50,000	
<b>Total Sponsorship</b>	<b>38,532</b>	<b>50,000</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	

**Note:**

- (1) The MakeWay Charitable Society - Dene Nahjo did not accept the \$10,000 grant so it will be transferred to the Community Grant Reserve for use in future years.



## GENERAL FUND – Mayor & Council

Community Service Grants	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Breastfeeding Support Group	-	-	(1,000)	-	-	-	
Ecole St. Patrick School High School	(1,250)	-	-	-	-	-	
Food First Foundation, NWT	3,000	-	-	-	-	-	
Foster Family Coalition of NWT	10,000	10,000	10,000	-	-	-	
Great Slave Sailing Club	-	10,000	10,000	-	-	-	
inclusion NWT	-	8,000	8,000	-	-	-	
MS Society Yellowknife Regional Branch	2,400	-	-	-	-	-	
Northwest Territorial Pipe Band	2,000	-	-	-	-	-	
NWT Creative Collective	3,000	-	-	-	-	-	
NWT Literacy Council	10,000	10,000	10,000	-	-	-	
NWT Tennis	1,500	3,000	3,000	-	-	-	
NWT/NU Crime Stoppers Association	1,500	1,500	1,500	-	-	-	
Ragged Riders Snowsports Society	-	10,000	10,000	-	-	-	
Somba K'e Paddling Club	-	5,325	5,325	-	-	-	
Special Olympics NWT	4,000	5,000	5,000	-	-	-	
The Northern Birthwork Collective	-	3,000	3,000	-	-	-	
Yellowknife Association for Community Living	8,000	-	-	-	-	-	
Yellowknife Guild of Arts and Crafts	2,000	8,000	8,000	-	-	-	
Yellowknife Historical Society	5,000	10,000	10,000	-	-	-	
Yellowknife Ultimate Club	(1,350)	-	1,350	-	-	-	
YK Polar Bear Swim Club	5,000	-	-	-	-	-	
YK Women's Society	10,000	-	-	-	-	-	
Additional Grants	-	-	-	99,400	99,400	99,400	
<b>Total Community Services</b>	<b>64,800</b>	<b>83,825</b>	<b>84,175</b>	<b>99,400</b>	<b>99,400</b>	<b>99,400</b>	

# GENERAL FUND – Mayor & Council

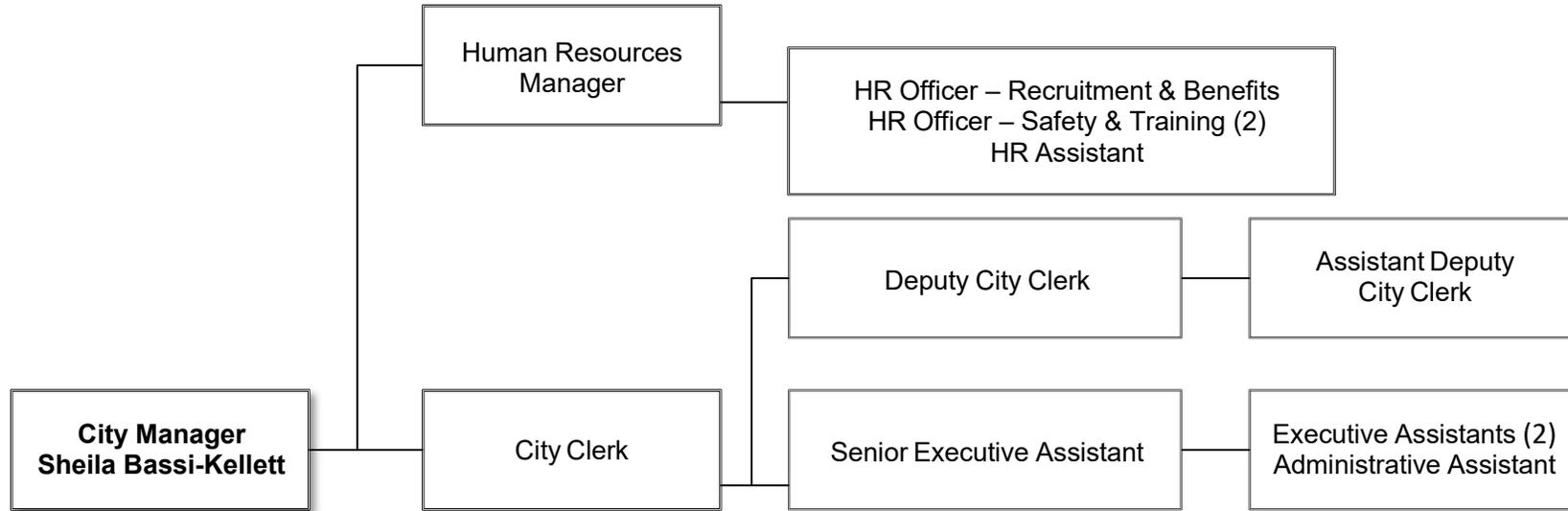
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# GENERAL FUND – City Administration

## Department Staffing



## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
City Manager's Office	3.00	3.00	3.00	3.00	3.00	3.00	
Office of the City Clerk	7.00	6.00	6.00	6.00	6.00	6.00	
Human Resources	4.00	4.00	4.00	4.00	4.00	4.00	(1)
	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	
Permanent	13.00	13.00	13.00	13.00	13.00	13.00	
Part-time/Term	1.00	0.00	0.00	0.00	0.00	0.00	(1)
	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	

**Note:**

(1) A two-year term Safety Officer position existed in 2019 and 2020. It became a permanent position in 2021.

# GENERAL FUND – City Administration

## CITY MANAGER’S OFFICE

The City Manager’s Office has overall responsibility for the administration of the municipal corporation. This includes developing corporate policy as well as providing policy advice to Council regarding the City’s organization and operating procedures. The City Manager’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 in programs.

The City Manager’s Office provides leadership to the City’s seven departments: Administration, 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 Manager has responsibility for the services of the Human Resources Division and the Office of the City Clerk. Each division is headed by a Manager.

<b>City Administration Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	35	-	-	-	-	-	
<b>Total Revenue</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (By Division)</b>							
City Manager	831	773	987	<b>1,131</b>	1,052	1,091	
Office of the City Clerk	830	843	803	<b>1,039</b>	902	936	
Human Resources	1,447	1,597	1,643	<b>1,673</b>	1,809	2,016	
<b>Total Expenditures (By Division)</b>	<b>3,108</b>	<b>3,213</b>	<b>3,433</b>	<b>3,843</b>	<b>3,763</b>	<b>4,043</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,073)</b>	<b>(3,213)</b>	<b>(3,433)</b>	<b>(3,843)</b>	<b>(3,763)</b>	<b>(4,043)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	2,273	2,191	2,185	<b>2,256</b>	2,354	2,545	
General Services	719	865	1,092	<b>1,417</b>	1,206	1,292	
Materials	116	157	156	<b>170</b>	203	206	
<b>Total Expenditures (By Object)</b>	<b>3,108</b>	<b>3,213</b>	<b>3,433</b>	<b>3,843</b>	<b>3,763</b>	<b>4,043</b>	



## GENERAL FUND – City Administration

City Manager Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	35	-	-	-	-	-	(1)
<b>Total Revenue</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Administrative	41	38	49	57	53	54	
Long Term Planning & Priority Setting	167	156	198	173	159	165	
Public Inquiry & Communication	251	232	298	284	263	272	
Reconciliation	-	-	-	226	210	218	
Team Leadership	122	116	149	113	105	108	
Legislation & Governance	250	231	293	278	262	274	
<b>Total Expenditures (By Activity)</b>	<b>831</b>	<b>773</b>	<b>987</b>	<b>1,131</b>	<b>1,052</b>	<b>1,091</b>	
<b>Net Revenue (Expenditures)</b>	<b>(796)</b>	<b>(773)</b>	<b>(987)</b>	<b>(1,131)</b>	<b>(1,052)</b>	<b>(1,091)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	716	698	698	717	755	788	
General Services	105	63	277	391	268	269	(2)
Materials	10	12	12	23	29	34	(3)
<b>Total Expenditures (By Object)</b>	<b>831</b>	<b>773</b>	<b>987</b>	<b>1,131</b>	<b>1,052</b>	<b>1,091</b>	

**Note:**

- (1) Indigenous relations federal grant.
- (2) Corporate planning, public relations, reconciliation and legal fees.  
The 2022 Budget allocations include \$100,000 for COVID-19, \$150,000 for Reconciliation work which includes opportunities to expand staff knowledge and awareness, and a one-time allocation of \$75,000 for Staff Succession Planning.
- (3) Office overhead and travel expenses.

# 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, and attends the 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 contributes to the City's Public and Statutory Information Program and produces a weekly information flyer that is distributed to all deliverable addresses within the municipality.

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



## GENERAL FUND – City Administration

Office of the City Clerk Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	207	506	482	530	461	480	
Election Administration	-	26	24	31	29	30	
Public Inquiry & Communication	290	211	201	345	310	319	
Team Leadership	41	-	-	-	-	-	
Legislation & Governance	292	100	96	133	102	107	
<b>Total Expenditures (By Activity)</b>	<b>830</b>	<b>843</b>	<b>803</b>	<b>1,039</b>	<b>902</b>	<b>936</b>	
<b>Net Revenue (Expenditures)</b>	<b>(830)</b>	<b>(843)</b>	<b>(803)</b>	<b>(1,039)</b>	<b>(902)</b>	<b>(936)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	727	705	699	734	755	786	(1)
General Services	102	133	99	300	142	145	(2)
Materials	1	5	5	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>830</b>	<b>843</b>	<b>803</b>	<b>1,039</b>	<b>902</b>	<b>936</b>	

**Note:**

- (1) In 2021, the City's corporate communications function and associated position were transferred from the Office of the City Clerk to the Economic Development & Strategy Department.
- (2) Webcasting, teleconferencing, and 2022 election.

# GENERAL FUND – City Administration

## HUMAN RESOURCES DIVISION

The Human Resources Division is responsible for providing services in workforce planning, recruitment, retention, benefit administration, compensation/payroll, labour relations, employment contract

interpretation and negotiations, occupational safety and health, policy development and employee development/training to the City's approximately 250 permanent and casual employees.

Human Resources Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Employee Development	360	403	414	421	454	506	
Employee Placement	211	240	248	249	269	298	
Labour Relations	140	157	162	167	180	199	
Occupational Health & Safety	360	403	414	421	454	506	
Payroll & Benefits Administration	360	403	414	421	454	506	
Legislation & Governance	16	(9)	(9)	(6)	(2)	1	
<b>Total Expenditures (By Activity)</b>	<b>1,447</b>	<b>1,597</b>	<b>1,643</b>	<b>1,673</b>	<b>1,809</b>	<b>2,016</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,447)</b>	<b>(1,597)</b>	<b>(1,643)</b>	<b>(1,673)</b>	<b>(1,809)</b>	<b>(2,016)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	830	788	788	805	844	971	(1)
General Services	512	669	716	726	796	878	(2)
Materials	105	140	139	142	169	167	(3)
<b>Total Expenditures (By Object)</b>	<b>1,447</b>	<b>1,597</b>	<b>1,643</b>	<b>1,673</b>	<b>1,809</b>	<b>2,016</b>	

**Note:**

- (1) Accrued employee future benefits will increase from 2022 through 2024.
- (2) Fees, training, professional development, and contracted costs.
- (3) Long service bonuses, employee relationships, professional membership fees, and boot and clothing allowances.



## GENERAL FUND – Fiscal Services

Fiscal Services Budget	2020 Actuals ('000's)	2021 Budget (\$'000's)	2021 Forecast (\$'000's)	2022 Budget (\$'000's)	2023 Budget (\$'000's)	2024 Budget (\$'000's)	Note
<b>Revenue</b>							
Taxation	31,405	32,196	32,160	<b>36,626</b>	37,572	38,918	(1)
Taxes Allocated to Capital	-	(269)	(269)	<b>(1,000)</b>	(1,000)	(1,000)	(2)
Government Grants	1,560	1,560	540	-	-	-	
User Charges							
Power Distribution -Franchise Fee	1,076	1,077	1,077	<b>1,079</b>	1,081	1,084	
Tax Penalties	63	310	310	<b>342</b>	360	378	
Others	24	50	50	<b>40</b>	40	40	
Investment Income	634	450	503	<b>500</b>	500	500	
<b>Total Revenue</b>	<b>34,762</b>	<b>35,374</b>	<b>34,371</b>	<b>37,587</b>	<b>38,553</b>	<b>39,920</b>	
<b>Expenditures (By Activity)</b>							
Cash Management	274	174	188	<b>249</b>	294	350	
Valuation Allowance	178	280	280	<b>250</b>	250	250	
<b>Total Expenditures</b>	<b>452</b>	<b>454</b>	<b>468</b>	<b>499</b>	<b>544</b>	<b>600</b>	
<b>Net Revenue (Expenditures)</b>	<b>34,310</b>	<b>34,920</b>	<b>33,903</b>	<b>37,088</b>	<b>38,009</b>	<b>39,320</b>	
<b>Interfund Transfers</b>							
(To) From Water & Sewer Fund	1,255	1,145	1,145	<b>1,174</b>	1,203	1,233	(3)
(To) From Solid Waste Management Fund	340	349	349	<b>358</b>	367	376	(3)
(To) From Land Development Fund	377	379	379	<b>389</b>	398	408	(3)
<b>Total Interfund Transfers</b>	<b>1,972</b>	<b>1,873</b>	<b>1,873</b>	<b>1,921</b>	<b>1,968</b>	<b>2,017</b>	
<b>Change in Fund Balance</b>	<b>36,282</b>	<b>36,793</b>	<b>35,776</b>	<b>39,009</b>	<b>39,977</b>	<b>41,337</b>	
<b>Expenditure (by Object)</b>							
General Services	182	174	187	<b>249</b>	294	350	
Others (Mainly Bad Debt)	270	280	281	<b>250</b>	250	250	
<b>Total Expenditures (by Object)</b>	<b>452</b>	<b>454</b>	<b>468</b>	<b>499</b>	<b>544</b>	<b>600</b>	

**Note:**

- (1) 2022 property taxes are based on 2021 assessed values which are expected to be 0.51% higher than 2020 assessed values, based on a review of building permits through September 2021. The increase in taxation revenue is based on the assumption that the mill rate will increase by 13.44% in 2022, 1.96% in 2023 and 2.64% in 2024.
- (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.

## GENERAL FUND – Fiscal Services

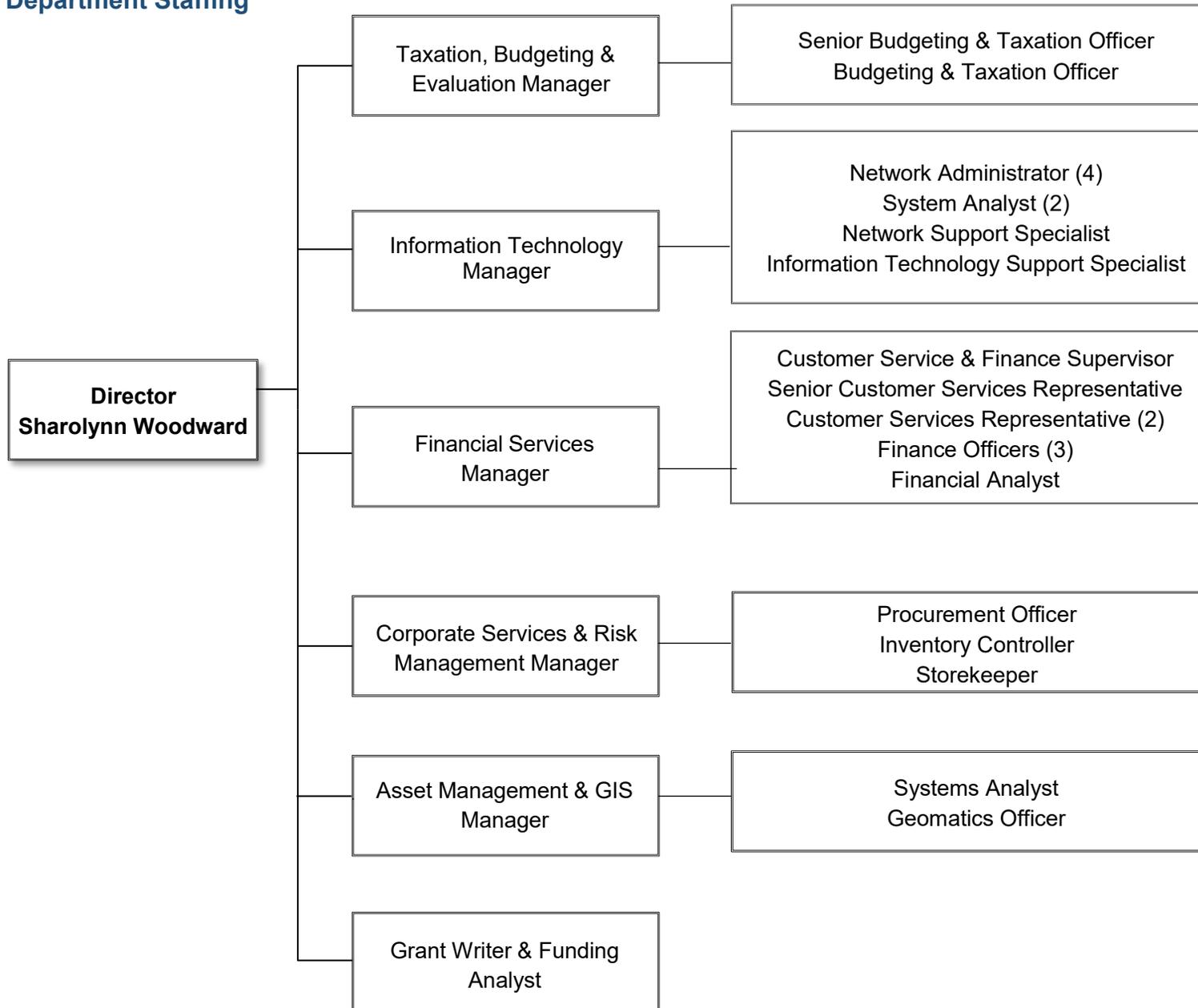
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# GENERAL FUND – Corporate Services

## Department Staffing



# GENERAL FUND – Corporate Services

## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
Directorate	7.00	7.00	7.00	<b>7.00</b>	7.00	7.00	
Taxation & Budgeting	2.00	2.00	2.00	<b>2.00</b>	2.00	2.00	
Financial Services	8.40	8.41	8.41	<b>8.41</b>	8.41	8.41	
Corporate Services & Risk Management	3.00	3.00	3.00	<b>3.00</b>	3.00	3.00	
Information Technology	10.00	8.00	8.00	<b>8.00</b>	8.00	8.00	(1)
Asset Management & GIS	0.00	2.00	2.00	<b>3.00</b>	3.00	3.00	(1) & (2)
	<b>30.40</b>	<b>30.41</b>	<b>30.41</b>	<b>31.41</b>	<b>31.41</b>	<b>31.41</b>	
Permanent	29.00	29.00	29.00	<b>29.00</b>	29.00	29.00	
Part-time/Casual/Term	1.40	1.41	1.41	<b>2.41</b>	2.41	2.41	(2)
	<b>30.40</b>	<b>30.41</b>	<b>30.41</b>	<b>31.41</b>	<b>31.41</b>	<b>31.41</b>	

**Note:**

- (1) In 2021 the two geographic information systems positions were transferred from the Information Technology Division to the Asset Management and Geographic Information Systems Division.
- (2) A four-year term Asset Management Coordinator position is recommended beginning in mid-2022, to be funded from the Capital Fund.



# GENERAL FUND – Corporate Services

## CORPORATE SERVICES DEPARTMENT

The Corporate Services Department is responsible for six main service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; Corporate Services and Risk Management; Asset Management and GIS; and Grant Writing. 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.

<b>Corporate Services Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	125	125	221	125	125	125	
User Charges	504	575	536	675	675	675	
<b>Total Revenue</b>	<b>629</b>	<b>700</b>	<b>757</b>	<b>800</b>	<b>800</b>	<b>800</b>	
<b>Expenditures (By Division)</b>							
Directorate	1,150	1,413	1,413	1,450	1,492	1,534	
Taxation & Budgeting	474	507	515	547	554	562	
Financial Services	824	957	933	991	1,006	1,029	
Corporate Services & Risk Management	1,318	1,400	1,387	1,473	1,432	1,443	
Information Technology	2,380	2,525	2,478	2,688	2,714	2,792	
Asset Management & GIS	4	328	322	343	354	379	
<b>Total Expenditures (By Division)</b>	<b>6,150</b>	<b>7,130</b>	<b>7,048</b>	<b>7,492</b>	<b>7,552</b>	<b>7,739</b>	
<b>Net Revenue (Expenditures)</b>	<b>(5,521)</b>	<b>(6,430)</b>	<b>(6,291)</b>	<b>(6,692)</b>	<b>(6,752)</b>	<b>(6,939)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	3,756	4,120	4,116	4,265	4,364	4,479	
General Services	558	898	863	978	968	1,007	
Materials	344	388	374	515	473	481	
Maintenance	721	901	876	907	920	945	
Vehicle -O&M	3	4	7	8	8	8	
Insurance	768	819	812	819	819	819	
<b>Total Expenditures (By Object)</b>	<b>6,150</b>	<b>7,130</b>	<b>7,048</b>	<b>7,492</b>	<b>7,552</b>	<b>7,739</b>	

# GENERAL FUND – Corporate Services

Corporate Services Directorate Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	172	212	212	217	223	229	
Funding & Reporting	115	141	142	145	150	153	
Long Term Planning & Priority Setting	344	424	424	435	448	460	
Public Inquiry & Communication	115	141	142	145	150	153	
Team Leadership	115	141	142	145	150	153	
Legislation & Governance	289	354	351	363	371	386	
<b>Total Expenditures (By Activity)</b>	<b>1,150</b>	<b>1,413</b>	<b>1,413</b>	<b>1,450</b>	<b>1,492</b>	<b>1,534</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,150)</b>	<b>(1,413)</b>	<b>(1,413)</b>	<b>(1,450)</b>	<b>(1,492)</b>	<b>(1,534)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,081	1,246	1,246	1,283	1,318	1,354	(1)
General Services	69	162	162	162	169	175	
Materials	-	5	5	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>1,150</b>	<b>1,413</b>	<b>1,413</b>	<b>1,450</b>	<b>1,492</b>	<b>1,534</b>	

**Note:**

(1) A five-year term Asset Management Manager position was added and funded by the Capital Fund in 2020. This position is funded by the General Fund, starting in 2021.



# 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	(1)
User Charges	59	55	63	61	61	61	
<b>Total Revenue</b>	<b>184</b>	<b>180</b>	<b>188</b>	<b>186</b>	<b>186</b>	<b>186</b>	
<b>Expenditures (by Activity)</b>							
Budgeting	96	102	104	109	111	112	
Property Assessment & Taxes	379	407	414	439	442	449	
Rounding	(1)	(2)	(3)	(1)	1	1	
<b>Total Expenditures (By Activity)</b>	<b>474</b>	<b>507</b>	<b>515</b>	<b>547</b>	<b>554</b>	<b>562</b>	
<b>Net Revenue (Expenditures)</b>	<b>(290)</b>	<b>(327)</b>	<b>(327)</b>	<b>(361)</b>	<b>(368)</b>	<b>(376)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	228	230	238	236	240	244	
General Services	233	259	259	290	292	295	(2)
Materials	-	5	5	6	6	6	
Maintenance	13	13	13	15	16	17	
<b>Total Expenditures (By Object)</b>	<b>474</b>	<b>507</b>	<b>515</b>	<b>547</b>	<b>554</b>	<b>562</b>	

**Note:**

- (1) Funds received under the City's Assessment Authority Agreement with the GNWT.
- (2) Assessment and other contracted costs.

# GENERAL FUND – Corporate Services

## INFORMATION TECHNOLOGY DIVISION

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

- The secure and reliable network that connects workstations, laptops, mobile devices, printers, scanners, and copiers at sites throughout the City and provides users with access to essential software tools, integrated data sources, and the internet;
- Databases that house and protect extensive data resources across the corporation;
- Software applications that streamline processes and service delivery;
- Websites that extend electronic information access and online services to staff and citizens;
- Telephone, cellphone, and voice mail services that facilitate communication and collaboration;
- Public workstations and wireless services that expand public computing and Internet access; 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	1	-	-	-	-	
<b>Total Revenue</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Installation	236	215	211	<b>269</b>	269	278	
Maintenance	1,428	1,569	1,540	<b>1,614</b>	1,629	1,675	
System Development	118	157	155	<b>135</b>	136	140	
Support Services	595	585	574	<b>672</b>	679	698	
Rounding	3	(1)	(2)	<b>(2)</b>	1	1	
<b>Total Expenditures (By Activity)</b>	<b>2,380</b>	<b>2,525</b>	<b>2,478</b>	<b>2,688</b>	<b>2,714</b>	<b>2,792</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,379)</b>	<b>(2,524)</b>	<b>(2,478)</b>	<b>(2,688)</b>	<b>(2,714)</b>	<b>(2,792)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,372	1,201	1,201	<b>1,249</b>	1,277	1,317	(1)
General Services	192	329	295	<b>367</b>	349	361	(2)
Materials	107	107	116	<b>176</b>	180	182	(3)
Maintenance	708	888	863	<b>892</b>	904	928	(4)
Vehicle O&M	1	-	3	<b>4</b>	4	4	
<b>Total Expenditures (By Object)</b>	<b>2,380</b>	<b>2,525</b>	<b>2,478</b>	<b>2,688</b>	<b>2,714</b>	<b>2,792</b>	

**Note:**

- (1) In 2021, the geographic information systems functions and positions were transferred from the Information Technology Division to the Asset Management and Geographic Information Systems Division.
- (2) Internet, network security, software acquisition, and renewal costs.
- (3) Hardware maintenance and repairs, emergency radio system maintenance and repairs, reference materials, and safety supplies.
- (4) Software maintenance and support contracts.

# 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.

<b>Financial Services Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	-	-	96	-	-	-	(1)
User Charges	412	406	360	501	501	501	
<b>Total Revenue</b>	<b>412</b>	<b>406</b>	<b>456</b>	<b>501</b>	<b>501</b>	<b>501</b>	
<b>Expenditures (by Activity)</b>							
Cash Management	164	211	206	219	223	227	
Customer Invoicing & Vendor Payments	288	316	308	327	332	340	
Financial Analysis & Reporting	123	142	138	150	151	154	
Licences & Permits	123	105	102	109	109	113	
Public Information/Inquiry & Customer Services	123	183	178	188	190	195	
Rounding	3	-	1	(2)	1	-	
<b>Total Expenditures (By Activity)</b>	<b>824</b>	<b>957</b>	<b>933</b>	<b>991</b>	<b>1,006</b>	<b>1,029</b>	
<b>Net Revenue (Expenditures)</b>	<b>(412)</b>	<b>(551)</b>	<b>(477)</b>	<b>(490)</b>	<b>(505)</b>	<b>(528)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	735	839	814	864	881	900	
General Services	17	24	25	29	26	27	
Materials	72	94	94	98	99	102	(2)
<b>Total Expenditures (By Object)</b>	<b>824</b>	<b>957</b>	<b>933</b>	<b>991</b>	<b>1,006</b>	<b>1,029</b>	

**Note:**

(1) The portion of 2021 COVID Safe Restart Funding allocated for business license relief.

(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	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	32	113	113	113	113	113	
<b>Total Revenue</b>	<b>32</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>	<b>113</b>	
<b>Expenditures (by Activity)</b>							
Customer Services	329	347	345	367	356	360	
Inventory Management	329	347	345	367	356	360	
Material Purchasing	527	561	555	588	573	577	
Risk Management	132	139	138	146	143	144	
Rounding	1	6	4	5	4	2	
<b>Total Expenditures (By Activity)</b>	<b>1,318</b>	<b>1,400</b>	<b>1,387</b>	<b>1,473</b>	<b>1,432</b>	<b>1,443</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,286)</b>	<b>(1,287)</b>	<b>(1,274)</b>	<b>(1,360)</b>	<b>(1,319)</b>	<b>(1,330)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	336	337	354	353	358	364	
General Services	47	68	68	71	72	74	(1)
Materials	165	172	149	226	179	182	(2)
Vehicle O&M	2	4	4	4	4	4	
Insurance	768	819	812	819	819	819	
<b>Total Expenditures (By Object)</b>	<b>1,318</b>	<b>1,400</b>	<b>1,387</b>	<b>1,473</b>	<b>1,432</b>	<b>1,443</b>	

**Note:**

- (1) General telephone and communication costs.
- (2) Printer supplies, office equipment and overhead. The 2022 allocation reflects a one-time investment of \$50,000 to re-purpose the lower City Hall Boardroom.

# GENERAL FUND – Corporate Services

## ASSET MANAGEMENT & GIS DIVISION

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

<b>Asset Management &amp; GIS Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Developing	1	66	64	69	71	76	
Engaging & Monitoring	1	99	96	103	106	114	
Planning	2	165	161	173	177	190	
Rounding	-	(2)	1	(2)	-	(1)	
<b>Total Expenditures (By Activity)</b>	<b>4</b>	<b>328</b>	<b>322</b>	<b>343</b>	<b>354</b>	<b>379</b>	
<b>Net Revenue (Expenditures)</b>	<b>(4)</b>	<b>(328)</b>	<b>(322)</b>	<b>(343)</b>	<b>(354)</b>	<b>(379)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	4	267	263	<b>280</b>	290	300	(1)
General Services	-	56	54	<b>59</b>	60	75	(2)
Materials	-	5	5	<b>4</b>	4	4	
<b>Total Expenditures (By Object)</b>	<b>4</b>	<b>328</b>	<b>322</b>	<b>343</b>	<b>354</b>	<b>379</b>	

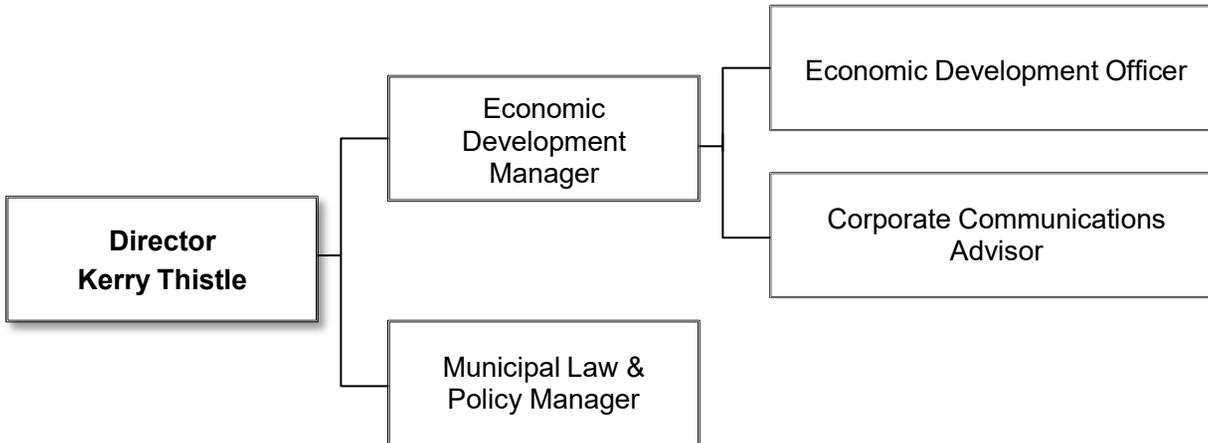
**Note:**

- (1) In 2021, two positions were transferred from the Information Technology Division into the Asset Management and Geographic Information Systems Division. A four-year term Asset Management Coordinator position is recommended beginning in mid-2022, to be funded from the Capital Fund.
- (2) In 2021, the geographic information systems functions were transferred from the Information Technology Division.



# GENERAL FUND – Economic Development & Strategy

## Department Staffing



## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
Directorate	4.00	5.00	5.00	6.00	6.00	6.00	(1)
	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	

**Note:**

(1) It is recommended that the term Policy and Legislative Specialist position created as part of the COVID Safe Restart Funding program be made permanent, beginning in May 2022.

# GENERAL FUND – Economic Development & Strategy

## ECONOMIC DEVELOPMENT & STRATEGY DEPARTMENT

The Economic Development and Strategy Department oversees strategic planning, municipal law, policy, corporate communications 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
- Communicating with the public and the media

Economic Development & Strategy Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	426	50	599	50	50	50	(1)
<b>Total Revenue</b>	<b>426</b>	<b>50</b>	<b>599</b>	<b>50</b>	<b>50</b>	<b>50</b>	
<b>Expenditures (by Activity)</b>							
Administrative	55	64	97	76	78	80	
Economic Development	271	262	485	311	312	317	
Long Term Planning & Priority Setting	164	197	292	231	234	238	
Policy & Legal	108	129	192	154	156	157	
Public Inquiry & Communication	217	392	387	465	468	474	(2)
Team Leadership	55	64	97	76	78	80	
Legislation & Governance	222	200	386	239	235	234	
<b>Total Expenditures (By Activity)</b>	<b>1,092</b>	<b>1,308</b>	<b>1,936</b>	<b>1,552</b>	<b>1,561</b>	<b>1,580</b>	
<b>Net Revenue (Expenditures)</b>	<b>(666)</b>	<b>(1,258)</b>	<b>(1,337)</b>	<b>(1,502)</b>	<b>(1,511)</b>	<b>(1,530)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	642	788	874	902	974	1,009	(3)
General Services	450	515	1,057	640	577	561	(4)
Materials	-	5	5	10	10	10	
<b>Total Expenditures (By Object)</b>	<b>1,092</b>	<b>1,308</b>	<b>1,936</b>	<b>1,552</b>	<b>1,561</b>	<b>1,580</b>	



## GENERAL FUND – Economic Development & Strategy

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**Note:**

- (1) Grants received for operating and relocating the Visitors' Service Centre, the Economic Development Officer position, the Giant Mine Remediation work, and the YKDFN Shared Economic Development Strategy.
- (2) In 2021, the City's communication function was transferred from the Office of the City Clerk Division.
- (3) The Corporate Communications Advisor position was transferred from the Office of the City Clerk to this department in 2021. It is recommended that the term Policy & Legislative Specialist position created as part of the COVID Safe Restart Funding program be made permanent, beginning in May 2022.
- (4) Public relations, economic development, and tourism. The 2020 Actual and 2021 Forecast numbers are higher than budget but the overages are offset by grant funding.

# GENERAL FUND – Economic Development & Strategy

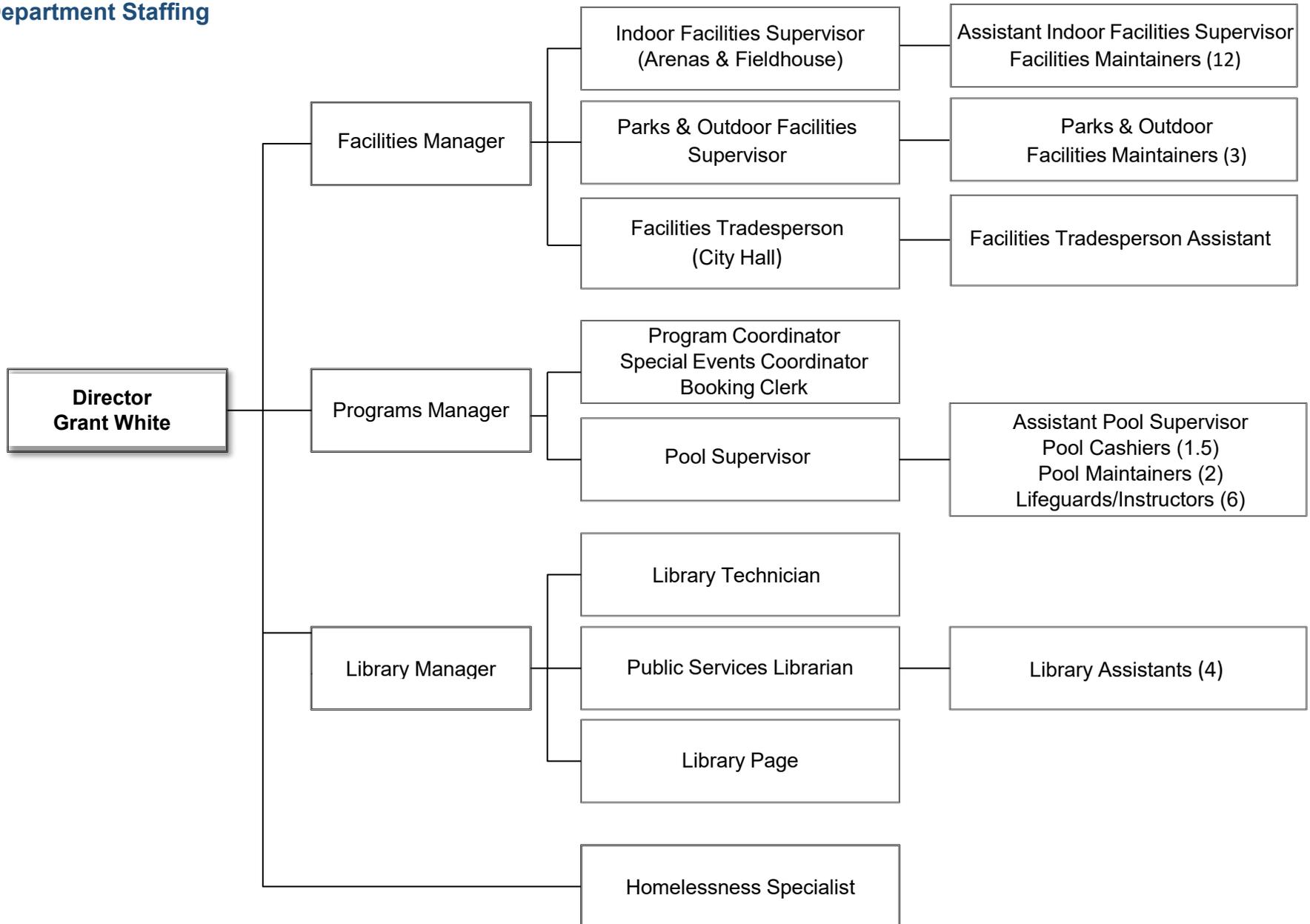
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# GENERAL FUND – Community Services

## Department Staffing



# GENERAL FUND – Community Services

## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
Directorate	5.00	5.00	5.00	<b>5.00</b>	5.00	5.00	(1)
Arenas	10.79	10.85	10.85	<b>10.77</b>	10.77	10.77	
Fieldhouse	4.82	4.09	4.09	<b>4.00</b>	4.00	4.00	
City Hall	2.00	2.00	2.00	<b>2.00</b>	2.00	2.00	
Parks	11.92	12.14	12.14	<b>10.48</b>	10.48	10.48	
Programs	8.08	8.08	8.08	<b>8.07</b>	8.07	8.07	
Pool	14.79	14.79	14.79	<b>14.79</b>	14.79	14.79	
Library	8.21	8.26	8.26	<b>8.21</b>	8.21	8.21	
	<b>65.61</b>	<b>65.21</b>	<b>65.21</b>	<b>63.32</b>	<b>63.32</b>	<b>63.32</b>	
Permanent	46.04	46.04	46.04	<b>46.04</b>	46.04	46.04	
Part-time/Casual	19.57	19.17	19.17	<b>17.28</b>	17.28	17.28	
	<b>65.61</b>	<b>65.21</b>	<b>65.21</b>	<b>63.32</b>	<b>63.32</b>	<b>63.32</b>	

**Note:**

(1) Includes the Homelessness Specialist position.



# 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.

<b>Community Services Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	189	270	281	147	147	147	
User Charges	1,455	1,348	1,646	1,905	1,943	1,986	(1)
<b>Total Revenue</b>	<b>1,644</b>	<b>1,618</b>	<b>1,927</b>	<b>2,052</b>	<b>2,090</b>	<b>2,133</b>	
<b>Expenditures (By Division)</b>							
Directorate	1,523	1,404	1,345	1,435	1,461	1,478	
Arenas	2,171	2,596	2,524	2,698	2,750	2,813	
Fieldhouse	640	780	766	790	805	826	
Yellowknife Curling Club	105	147	142	151	154	161	
Parks	1,142	1,459	1,541	1,457	1,503	1,524	
Library	1,201	1,350	1,348	1,435	1,461	1,493	
Pool	1,438	1,892	1,874	1,983	2,032	2,086	
Recreation	633	861	858	879	892	909	
Wildcat Cafe	13	25	25	26	27	28	
City Hall	575	665	660	723	726	740	
<b>Total Expenditures (By Division)</b>	<b>9,441</b>	<b>11,179</b>	<b>11,083</b>	<b>11,577</b>	<b>11,811</b>	<b>12,058</b>	
<b>Net Revenue (Expenditures)</b>	<b>(7,797)</b>	<b>(9,561)</b>	<b>(9,156)</b>	<b>(9,525)</b>	<b>(9,721)</b>	<b>(9,925)</b>	

# GENERAL FUND – Community Services

<b>Community Services Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Expenditure (by Object)</b>							
Wages & Benefits	5,504	6,371	6,416	<b>6,531</b>	6,664	6,785	
General Services	1,323	1,376	1,331	<b>1,443</b>	1,471	1,478	
Materials	439	602	601	<b>641</b>	660	687	
Maintenance	638	882	884	<b>926</b>	930	957	
Utility -Fuel	416	592	561	<b>642</b>	653	677	
Utility -Power	1,034	1,248	1,182	<b>1,289</b>	1,327	1,368	
Vehicle -O&M	87	108	108	<b>105</b>	106	106	
<b>Total Expenditures (By Object)</b>	<b>9,441</b>	<b>11,179</b>	<b>11,083</b>	<b>11,577</b>	<b>11,811</b>	<b>12,058</b>	

**Note:**

- (1) Estimated revenues are based on annual 3% user fee increases; 2022 numbers also assume that the City's facilities will operate at 75% of normal capacity due to COVID-19 restrictions.



## GENERAL FUND – Community Services

Community Services Directorate Budget	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Grants	25	130	130	1	1	1	(1)
User Charges	242	60	8	60	60	60	(2)
<b>Total Revenue</b>	<b>267</b>	<b>190</b>	<b>138</b>	<b>61</b>	<b>61</b>	<b>61</b>	
<b>Expenditures (by Activity)</b>							
Administrative	151	140	134	143	145	148	
Long Term Planning & Priority Setting	151	140	134	143	145	148	
Public Inquiry & Communication	229	209	200	214	218	221	
Team Leadership	532	489	470	501	510	515	
Legislation & Governance	460	426	407	434	443	446	
<b>Total Expenditures (By Activity)</b>	<b>1,523</b>	<b>1,404</b>	<b>1,345</b>	<b>1,435</b>	<b>1,461</b>	<b>1,478</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,256)</b>	<b>(1,214)</b>	<b>(1,207)</b>	<b>(1,374)</b>	<b>(1,400)</b>	<b>(1,417)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	824	795	794	831	855	871	
General Services	681	584	533	575	577	578	(3)
Materials	4	9	2	9	9	9	
Vehicle O&M	14	16	16	20	20	20	
<b>Total Expenditures (By Object)</b>	<b>1,523</b>	<b>1,404</b>	<b>1,345</b>	<b>1,435</b>	<b>1,461</b>	<b>1,478</b>	

**Note:**

- (1) GNWT funding for the Street Outreach Program. The 2020 actual is low as the funding was fully utilized in 2019.
- (2) Sponsorship revenues. The 2020 actual is high 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. The 2022 to 2024 Budget allocations include \$100,000 for the Homelessness Employment Program which will be funded from the Downtown Development Reserve.

# GENERAL FUND – Community Services

## FACILITIES DIVISION – ARENAS

The Facilities Division operates and maintains the Yellowknife Community Arena and the Multiplex for community use. The Division is also responsible for the upkeep and maintenance of the Curling Club. This includes maintaining the equipment and structure of the buildings and planning future repairs and upgrades to the facilities to

keep the use of the facilities current to the needs of the community. The Facilities Division works closely with several volunteer recreation associations in scheduling the use of the arenas for both summer bookings and winter skating.

<b>Arenas Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
User Charges	450	397	597	644	659	679	
<b>Total Revenue</b>	<b>450</b>	<b>397</b>	<b>597</b>	<b>644</b>	<b>659</b>	<b>679</b>	
<b>Expenditures (by Activity)</b>							
Arena Maintenance	976	1,171	1,136	1,214	1,235	1,267	
Ice Maintenance	431	520	506	538	549	560	
Plant & Equipment Maintenance	758	907	882	941	961	988	
Rounding	6	(2)	-	5	5	(2)	
<b>Total Expenditures (By Activity)</b>	<b>2,171</b>	<b>2,596</b>	<b>2,524</b>	<b>2,698</b>	<b>2,750</b>	<b>2,813</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,721)</b>	<b>(2,199)</b>	<b>(1,927)</b>	<b>(2,054)</b>	<b>(2,091)</b>	<b>(2,134)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,133	1,219	1,211	1,242	1,264	1,285	
General Services	22	28	26	39	40	41	
Materials	7	17	18	9	9	10	
Maintenance	231	300	310	309	314	324	
Utility -Fuel	207	324	296	358	360	367	
Utility -Power	571	708	663	741	763	786	
<b>Total Expenditures (By Object)</b>	<b>2,171</b>	<b>2,596</b>	<b>2,524</b>	<b>2,698</b>	<b>2,750</b>	<b>2,813</b>	



## GENERAL FUND – Community Services

Yellowknife Curling Club Budget	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	2	-	-	-	-	-	
<b>Total Revenue</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Facility & Building Maintenance	42	59	57	<b>60</b>	62	64	
Plant & Equipment Maintenance	62	89	85	<b>90</b>	92	96	
Rounding	1	(1)	-	<b>1</b>	-	1	
<b>Total Expenditures (By Activity)</b>	<b>105</b>	<b>147</b>	<b>142</b>	<b>151</b>	<b>154</b>	<b>161</b>	
<b>Net Revenue (Expenditures)</b>	<b>(103)</b>	<b>(147)</b>	<b>(142)</b>	<b>(151)</b>	<b>(154)</b>	<b>(161)</b>	
<b>Expenditures (By Object)</b>							
General Services	3	6	6	<b>7</b>	7	7	
Materials	-	2	2	-	-	-	
Maintenance	23	45	45	<b>47</b>	47	49	
Utility -Fuel	13	18	17	<b>19</b>	20	23	
Utility -Power	66	76	72	<b>78</b>	80	82	
<b>Total Expenditures (By Object)</b>	<b>105</b>	<b>147</b>	<b>142</b>	<b>151</b>	<b>154</b>	<b>161</b>	

# GENERAL FUND – Community Services

## 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 five ball diamonds, three soccer pitches and eight 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	53	42	56	51	53	55	
<b>Total Revenue</b>	<b>53</b>	<b>42</b>	<b>56</b>	<b>51</b>	<b>53</b>	<b>55</b>	
<b>Expenditures (by Activity)</b>							
Cemetery Maintenance	115	147	154	146	152	152	
Litter Collection	115	147	154	146	152	152	
Parks Maintenance	170	219	231	218	226	229	
Plant & Equipment Maintenance	115	147	154	146	152	152	
Snow Removal	115	147	154	146	152	152	
Special Events	56	71	75	71	72	75	
Sports Field Maintenance	170	219	231	218	226	229	
Turf Maintenance	284	365	387	365	376	383	
Rounding	2	(3)	1	1	(5)	-	
<b>Total Expenditures (By Activity)</b>	<b>1,142</b>	<b>1,459</b>	<b>1,541</b>	<b>1,457</b>	<b>1,503</b>	<b>1,524</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,089)</b>	<b>(1,417)</b>	<b>(1,485)</b>	<b>(1,406)</b>	<b>(1,450)</b>	<b>(1,469)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	680	951	1,026	886	903	922	
General Services	48	140	140	157	181	165	
Materials	286	224	224	263	276	293	(1)
Maintenance	6	7	7	17	7	7	(2)
Utility -Fuel	8	9	10	11	11	11	
Utility -Power	41	37	43	39	40	41	
Vehicle O&M	73	91	91	84	85	85	
<b>Total Expenditures (By Object)</b>	<b>1,142</b>	<b>1,459</b>	<b>1,541</b>	<b>1,457</b>	<b>1,503</b>	<b>1,524</b>	

**Note:**

- (1) Park Horticulture and material costs have increased substantially.
- (2) Budget 2022 includes a one-time allocation of \$10,000 for safety improvements to plumbing and electrical infrastructure at the Parks Garage.

# GENERAL FUND – Community Services

## FACILITIES DIVISION – FIELDHOUSE

The Facilities Division operates and maintains the Fieldhouse for community use. This includes maintaining the equipment and structure of the building, and planning future repairs and upgrades to keep the use of the facility current to the needs of the community.

The Facilities Division works closely with the Programs Division and several volunteer recreation associations in scheduling the use of the Fieldhouse.

<b>Fieldhouse Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
User Charges	214	185	258	266	273	281	
<b>Total Revenue</b>	<b>214</b>	<b>185</b>	<b>258</b>	<b>266</b>	<b>273</b>	<b>281</b>	
<b>Expenditures (by Activity)</b>							
Facility & Building Maintenance	254	313	307	317	322	330	
Plant & Equipment Maintenance	384	468	459	474	483	497	
Rounding	2	(1)	-	(1)	-	(1)	
<b>Total Expenditures (By Activity)</b>	<b>640</b>	<b>780</b>	<b>766</b>	<b>790</b>	<b>805</b>	<b>826</b>	
<b>Net Revenue (Expenditures)</b>	<b>(426)</b>	<b>(595)</b>	<b>(508)</b>	<b>(524)</b>	<b>(532)</b>	<b>(545)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	395	449	449	447	453	461	
General Services	12	3	3	3	4	4	
Materials	13	34	34	35	36	37	
Maintenance	52	91	91	95	95	99	
Utility -Fuel	30	39	39	44	46	48	
Utility -Power	138	164	150	166	171	177	
<b>Total Expenditures (By Object)</b>	<b>640</b>	<b>780</b>	<b>766</b>	<b>790</b>	<b>805</b>	<b>826</b>	



# GENERAL FUND – Community Services

## PROGRAMS DIVISION – POOL

The Programs Division manages all recreation programs and events, as well as the Ruth Inch Memorial Pool. 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	11	1	4	1	1	1	
User Charges	245	288	363	463	477	490	
<b>Total Revenue</b>	<b>256</b>	<b>289</b>	<b>367</b>	<b>464</b>	<b>478</b>	<b>491</b>	
<b>Expenditures (by Activity)</b>							
Guarding	433	567	563	596	609	624	
Instruction	286	378	373	397	406	418	
Operations & Maintenance	721	943	938	989	1,016	1,043	
Rounding	(2)	4	-	1	1	1	
<b>Total Expenditures (By Activity)</b>	<b>1,438</b>	<b>1,892</b>	<b>1,874</b>	<b>1,983</b>	<b>2,032</b>	<b>2,086</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,182)</b>	<b>(1,603)</b>	<b>(1,507)</b>	<b>(1,519)</b>	<b>(1,554)</b>	<b>(1,595)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,088	1,347	1,347	1,436	1,469	1,498	
General Services	27	28	26	29	29	30	
Materials	61	138	137	143	146	150	
Maintenance	61	101	101	105	107	110	
Utility -Fuel	94	126	120	120	127	139	
Utility -Power	107	151	142	149	153	158	
Vehicle O&M	-	1	1	1	1	1	
<b>Total Expenditures (By Object)</b>	<b>1,438</b>	<b>1,892</b>	<b>1,874</b>	<b>1,983</b>	<b>2,032</b>	<b>2,086</b>	

# GENERAL FUND – Community Services

## PROGRAMS DIVISION – RECREATION

The Programs Division manages all recreation programs, including aquatics and special celebrations. Programs are offered on a seasonal basis according to public request, perceived needs, and instructor availability or interests. The Programs Division strives to

build community spirit and pride, and encourage healthy, active lifestyles among residents. This Division also handles facility bookings and City grant programs.

Recreation Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	46	28	29	29	29	29	
User Charges	223	325	322	367	367	367	
<b>Total Revenue</b>	<b>269</b>	<b>353</b>	<b>351</b>	<b>396</b>	<b>396</b>	<b>396</b>	
<b>Expenditures (by Activity)</b>							
Celebrations	156	215	215	219	224	228	
Recreation and Drop In Programs	281	387	387	396	402	411	
Summer and Sport Camps	187	255	255	263	267	273	
Rounding	9	4	1	1	(1)	(3)	
<b>Total Expenditures (By Activity)</b>	<b>633</b>	<b>861</b>	<b>858</b>	<b>879</b>	<b>892</b>	<b>909</b>	
<b>Net Revenue (Expenditures)</b>	<b>(364)</b>	<b>(508)</b>	<b>(507)</b>	<b>(483)</b>	<b>(496)</b>	<b>(513)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	529	646	635	663	673	684	
General Services	89	125	134	124	126	130	(1)
Materials	15	90	89	92	93	95	(2)
<b>Total Expenditures (By Object)</b>	<b>633</b>	<b>861</b>	<b>858</b>	<b>879</b>	<b>892</b>	<b>909</b>	

**Note:**

- (1) Program instructors, facility and equipment rentals, and contracted costs.
- (2) Program supplies.



## GENERAL FUND – Community Services

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### 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	107	111	118	116	116	116	(1)
User Charges	4	15	10	22	22	22	
<b>Total Revenue</b>	<b>111</b>	<b>126</b>	<b>128</b>	<b>138</b>	<b>138</b>	<b>138</b>	
<b>Expenditures (by Activity)</b>							
Building	119	135	134	144	147	150	
Cataloguing	180	201	199	215	219	224	
Circulation	299	336	336	360	364	371	
Collection Development	119	135	134	144	147	150	
Inter-Library Loans	59	65	65	72	72	74	
Internet	59	65	65	72	72	74	
Program Delivery	241	270	268	287	291	297	
Reference	119	135	134	144	147	150	
Rounding	6	8	13	(3)	2	3	
<b>Total Expenditures (By Activity)</b>	<b>1,201</b>	<b>1,350</b>	<b>1,348</b>	<b>1,435</b>	<b>1,461</b>	<b>1,493</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,090)</b>	<b>(1,224)</b>	<b>(1,220)</b>	<b>(1,297)</b>	<b>(1,323)</b>	<b>(1,355)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	615	714	712	761	778	791	
General Services	355	357	358	384	389	401	(2)
Materials	43	76	83	78	79	80	
Maintenance	188	203	195	212	215	221	(3)
<b>Total Expenditures (By Object)</b>	<b>1,201</b>	<b>1,350</b>	<b>1,348</b>	<b>1,435</b>	<b>1,461</b>	<b>1,493</b>	

**Note:**

- (1) GNWT Library Grant.
- (2) Condominium fees, building repairs, and maintenance costs.  
The 2022 to 2024 Budget allocations include \$10,000 for the Elder in Residence Program.
- (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 to ensure that the mechanical, structural, and electrical needs of the facility are met and 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	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	22	26	26	26	26	26	
<b>Total Revenue</b>	<b>22</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	
<b>Expenditures (by Activity)</b>							
City Hall	575	665	660	723	726	740	
<b>Total Expenditures (By Activity)</b>	<b>575</b>	<b>665</b>	<b>660</b>	<b>723</b>	<b>726</b>	<b>740</b>	
<b>Net Revenue (Expenditures)</b>	<b>(553)</b>	<b>(639)</b>	<b>(634)</b>	<b>(697)</b>	<b>(700)</b>	<b>(714)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	240	250	242	265	269	273	
General Services	83	102	102	120	113	117	(1)
Materials	10	11	11	11	11	12	
Maintenance	76	125	125	131	134	136	
Utility -Fuel	58	67	70	82	81	81	
Utility -Power	108	110	110	114	118	121	
<b>Total Expenditures (By Object)</b>	<b>575</b>	<b>665</b>	<b>660</b>	<b>723</b>	<b>726</b>	<b>740</b>	

**Note:**

(1) Janitorial contracted costs and supplies. Contracted costs have increased which are partly 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

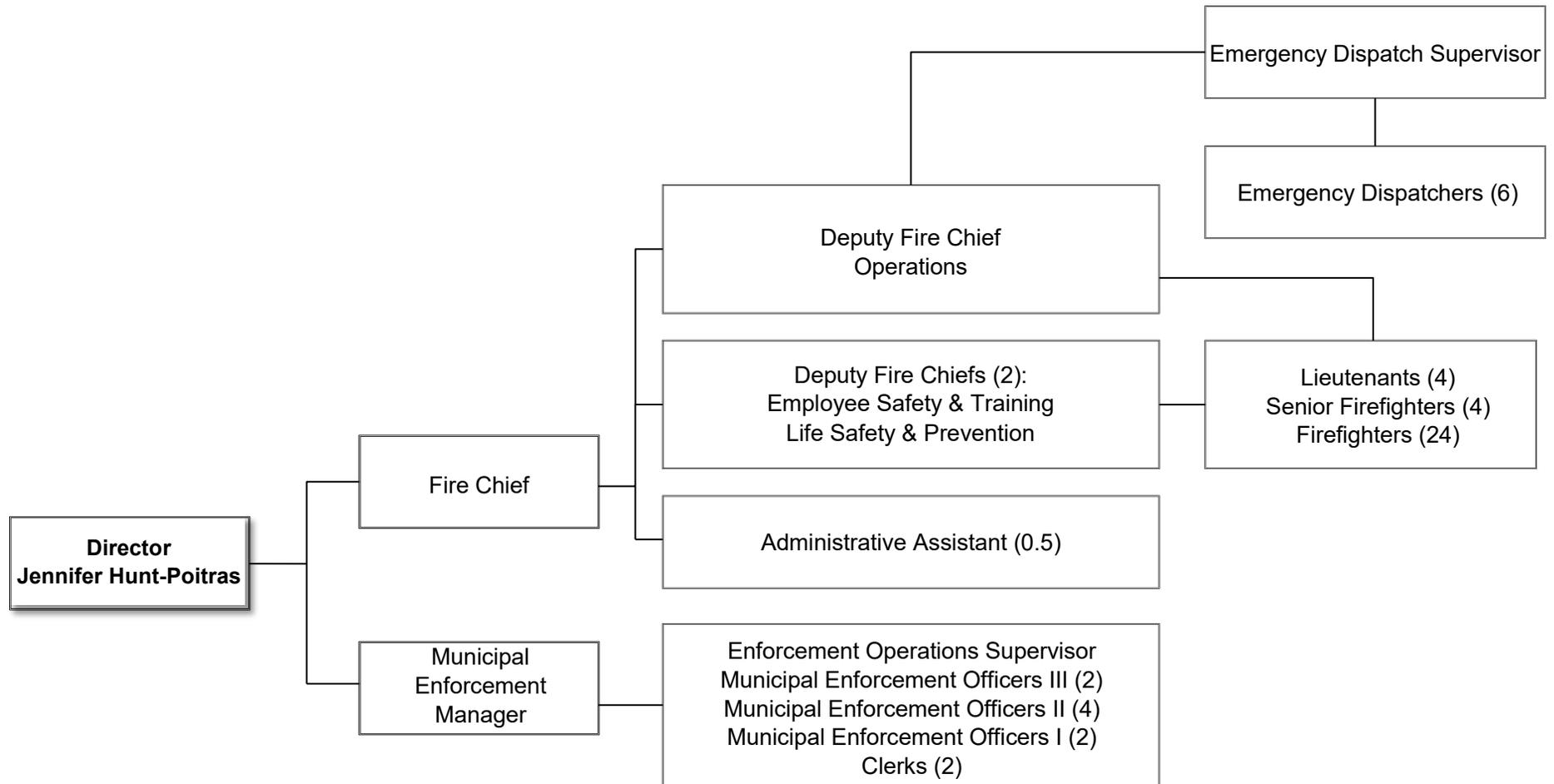
preserved in its original state as long as possible. The Facilities Division also manages the contract for the operation of the Wildcat Café, including initiating a Request for Proposal to secure interested operators.

<b>Wildcat Cafe Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
User Charges	-	10	6	6	6	6	
<b>Total Revenue</b>	<b>-</b>	<b>10</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	
<b>Expenditures (by Activity)</b>							
Wildcat	13	25	25	26	27	28	
<b>Total Expenditures (By Activity)</b>	<b>13</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	
<b>Net Revenue (Expenditures)</b>	<b>(13)</b>	<b>(15)</b>	<b>(19)</b>	<b>(20)</b>	<b>(21)</b>	<b>(22)</b>	
<b>Expenditures (By Object)</b>							
General Services	3	3	3	5	5	5	
Materials	-	1	1	1	1	1	
Maintenance	1	10	10	10	11	11	
Utility -Fuel	6	9	9	8	8	8	
Utility -Power	3	2	2	2	2	3	
<b>Total Expenditures (By Object)</b>	<b>13</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	



# GENERAL FUND – Public Safety

## Department Staffing



# GENERAL FUND – Public Safety

## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
Directorate	3.00	3.00	3.00	<b>3.00</b>	3.00	3.00	
Fire & Ambulance	42.50	42.50	42.50	<b>47.00</b>	47.00	47.00	(1)
Municipal Enforcement	11.00	11.00	11.00	<b>11.00</b>	11.00	11.00	
	<b>56.50</b>	<b>56.50</b>	<b>56.50</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	
Permanent	56.50	56.50	56.50	<b>61.00</b>	61.00	61.00	
	<b>56.50</b>	<b>56.50</b>	<b>56.50</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	

**Note:**

- (1) It is recommended that the half-time Administrative Assistant position at the Fire Hall become full-time effective January 1, 2022 and that four Fire Fighter positions be added in July 2022.



# GENERAL FUND – Public Safety

## PUBLIC SAFETY DEPARTMENT

The Public Safety Department is responsible for three main service areas: emergency services (fire, ambulance, rescue and hazardous materials), enforcement (municipal enforcement) and emergency

preparedness. The Managers who head each division report to the Director, who sets the course and objectives for the department.

<b>Public Safety Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	123	137	137	137	137	137	
User Charges	3,276	3,178	3,188	3,229	3,229	3,229	
<b>Total Revenue</b>	<b>3,399</b>	<b>3,315</b>	<b>3,325</b>	<b>3,366</b>	<b>3,366</b>	<b>3,366</b>	
<b>Expenditures (By Division)</b>							
Directorate	514	689	766	648	670	695	
Fire	6,672	6,617	6,701	7,509	7,927	8,182	
Municipal Enforcement	1,455	1,448	1,444	1,514	1,550	1,582	
<b>Total Expenditures (By Division)</b>	<b>8,641</b>	<b>8,754</b>	<b>8,911</b>	<b>9,671</b>	<b>10,147</b>	<b>10,459</b>	
<b>Net Revenue (Expenditures)</b>	<b>(5,242)</b>	<b>(5,439)</b>	<b>(5,586)</b>	<b>(6,305)</b>	<b>(6,781)</b>	<b>(7,093)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	7,581	7,527	7,627	8,288	8,771	9,026	
General Services	298	224	189	293	265	270	
Materials	463	701	794	734	749	791	
Maintenance	32	52	52	60	61	62	
Utility -Fuel	32	49	44	40	42	46	
Utility -Power	64	70	70	72	74	77	
Vehicle -O&M	171	131	135	184	185	187	
<b>Total Expenditures (By Object)</b>	<b>8,641</b>	<b>8,754</b>	<b>8,911</b>	<b>9,671</b>	<b>10,147</b>	<b>10,459</b>	

# GENERAL FUND – Public Safety

<b>Public Safety Directorate Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	51	69	77	64	66	69	
Long Term Planning & Priority Setting	102	138	153	129	134	139	
Public Inquiry & Communication	102	138	153	129	134	139	
Team Leadership	102	138	153	129	134	139	
Legislation & Governance	157	206	230	197	202	209	
<b>Total Expenditures (By Activity)</b>	<b>514</b>	<b>689</b>	<b>766</b>	<b>648</b>	<b>670</b>	<b>695</b>	
<b>Net Revenue (Expenditures)</b>	<b>(514)</b>	<b>(689)</b>	<b>(766)</b>	<b>(648)</b>	<b>(670)</b>	<b>(695)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	508	580	580	541	561	584	
General Services	2	3	3	3	3	3	
Materials	4	106	183	104	106	108	(1)
<b>Total Expenditures (By Object)</b>	<b>514</b>	<b>689</b>	<b>766</b>	<b>648</b>	<b>670</b>	<b>695</b>	

**Note:**

(1) Includes \$102,000 for wildland fire mitigation.



### MUNICIPAL ENFORCEMENT DIVISION

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

- A Manager who oversees the division, budget and policies.
- One Supervisory Constable who oversees the Constables' day-to-day activities, attends court prosecutions twice a week and deals with public complaints.
- Six Constables who respond to public complaints and proactively enforce City by-laws, the Northwest Territories *Motor Vehicles Act* and the *All-Terrain Vehicles Act*.
- Two Constables whose main duty is to enforce parking in the Central Business District. This officer also enforces other by-laws in the Central Business District.
- Two Clerks who do all ticket and other data entry, answer phones, dispatch complaints to officers, and deal with the public at the counter.

# GENERAL FUND – Public Safety

Municipal Enforcement Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	728	1,063	1,022	1,063	1,063	1,063	
<b>Total Revenue</b>	<b>728</b>	<b>1,063</b>	<b>1,022</b>	<b>1,063</b>	<b>1,063</b>	<b>1,063</b>	
<b>Expenditures (by Activity)</b>							
Administrative	436	436	436	455	464	474	
Court Duties	101	101	101	105	109	111	
Dog Control	71	73	73	76	78	79	
Parking Enforcement	218	216	217	224	230	234	
Public Inquiry & Communication	71	73	73	76	78	79	
Traffic Enforcement	552	550	550	577	589	601	
Rounding	6	(1)	(6)	1	2	4	
<b>Total Expenditures (By Activity)</b>	<b>1,455</b>	<b>1,448</b>	<b>1,444</b>	<b>1,514</b>	<b>1,550</b>	<b>1,582</b>	
<b>Net Revenue (Expenditures)</b>	<b>(727)</b>	<b>(385)</b>	<b>(422)</b>	<b>(451)</b>	<b>(487)</b>	<b>(519)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,218	1,222	1,222	1,294	1,336	1,373	
General Services	119	83	75	94	96	97	(1)
Materials	84	99	99	76	68	61	(2)
Utility -Fuel	6	9	9	9	9	9	
Utility -Power	7	6	10	7	7	8	
Vehicle O&M	21	29	29	34	34	34	
<b>Total Expenditures (By Object)</b>	<b>1,455</b>	<b>1,448</b>	<b>1,444</b>	<b>1,514</b>	<b>1,550</b>	<b>1,582</b>	

**Note:**

- (1) Dog pound contracted costs, towing charges, and officer safety services.
- (2) Uniforms, materials, and parking meter maintenance.



## GENERAL FUND – Public Safety

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

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

The Fire and Ambulance Division – Life Safety and Prevention is responsible for the organization and delivery of identified life safety programs that deal with local safety threats to citizens, improvements in emergency response capability and delivery of educational

activities that promote a safe community through presentations and use of local media. This division works closely with local authorities such as the City's Building Inspections Division, the GNWT Office of the Fire Marshal, the GNWT Electrical/Mechanical Inspections section, and the GNWT Department of Education, Culture and Employment's Division of Early Childhood and School Services, as well as building owners and residents on public safety inspection complaints. The division also conducts fire inspections where practical and applicable.

# GENERAL FUND – Public Safety

Fire Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	123	137	137	137	137	137	(1)
User Charges	2,548	2,115	2,166	2,166	2,166	2,166	
<b>Total Revenue</b>	<b>2,671</b>	<b>2,252</b>	<b>2,303</b>	<b>2,303</b>	<b>2,303</b>	<b>2,303</b>	
<b>Expenditures (by Activity)</b>							
Administrative	886	867	879	988	1,046	1,083	
Dispatch Centre	781	843	844	941	965	981	
Life Safety & Prevention	296	288	292	327	347	359	
Operations	4,417	4,329	4,393	4,929	5,222	5,401	
Training	296	288	292	327	347	359	
Rounding	(4)	2	1	(3)	-	(1)	
<b>Total Expenditures (By Activity)</b>	<b>6,672</b>	<b>6,617</b>	<b>6,701</b>	<b>7,509</b>	<b>7,927</b>	<b>8,182</b>	
<b>Net Revenue (Expenditures)</b>	<b>(4,001)</b>	<b>(4,365)</b>	<b>(4,398)</b>	<b>(5,206)</b>	<b>(5,624)</b>	<b>(5,879)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	5,855	5,725	5,825	6,453	6,874	7,069	(2)
General Services	177	138	111	196	166	170	(3)
Materials	375	496	512	554	575	622	(4)
Maintenance	32	52	52	60	61	62	
Utility -Fuel	26	40	35	31	33	37	
Utility -Power	57	64	60	65	67	69	
Vehicle O&M	150	102	106	150	151	153	
<b>Total Expenditures (By Object)</b>	<b>6,672</b>	<b>6,617</b>	<b>6,701</b>	<b>7,509</b>	<b>7,927</b>	<b>8,182</b>	

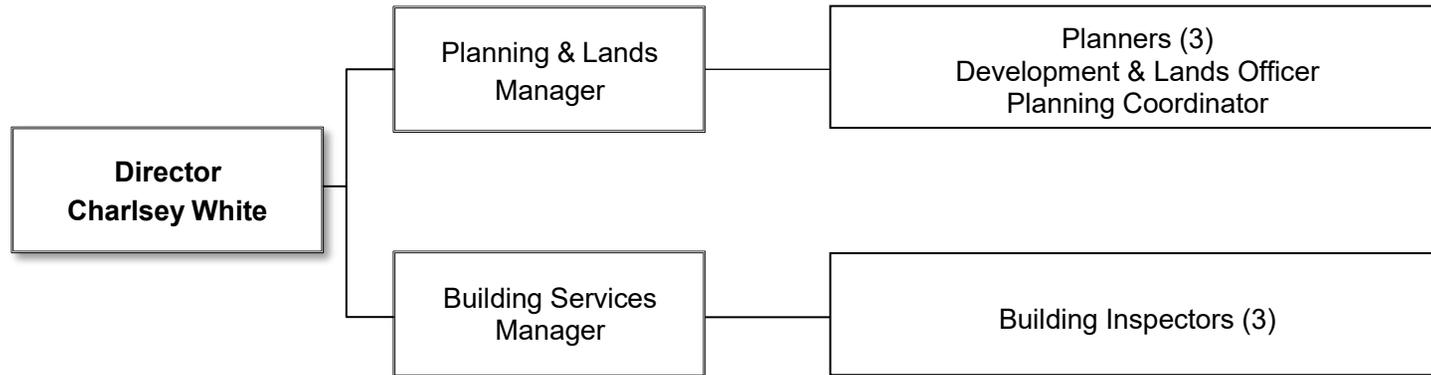
**Note:**

- (1) The Ambulance and Highway Rescue and Climate Change Preparedness North grants.
- (2) It is recommended that the half-time Administrative Assistant position becomes full-time effective January 1, 2022 and that four Fire Fighter positions be added in July 2022.
- (3) Telephone and communications, medical director and contracted costs.



# GENERAL FUND – Planning & Development

## Department Staffing



## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 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	6.00	6.00	6.00	(1)
	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	
Permanent	11.00	11.00	11.00	12.00	12.00	12.00	
	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	

**Note:**

(1) One four-year term Development and Lands Officer position is recommended, starting in July 2022.

# GENERAL FUND – Planning & Development

## PLANNING & DEVELOPMENT DEPARTMENT

The department focus is to develop and implement policies and by-laws to guide the physical aspects of the city, in particular the use of land and land use relationships, while having regard for its impact on the social, cultural, environmental and economic well-being of the community.

The Department consists of two divisions which report to the Director: the Planning and Lands Division and the Building Inspections Division.

<b>Planning &amp; Development Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
Grants	-	-	58	-	-	-	
User Charges	511	281	758	376	376	381	
<b>Total Revenue</b>	<b>511</b>	<b>281</b>	<b>816</b>	<b>376</b>	<b>376</b>	<b>381</b>	
<b>Expenditures (By Division)</b>							
Directorate	406	673	688	584	606	631	
Planning & Lands	589	716	717	878	975	1,022	
Building Services	404	381	381	414	399	406	
<b>Total Expenditures (By Division)</b>	<b>1,399</b>	<b>1,770</b>	<b>1,786</b>	<b>1,876</b>	<b>1,980</b>	<b>2,059</b>	
<b>Net Revenue (Expenditures)</b>	<b>(888)</b>	<b>(1,489)</b>	<b>(970)</b>	<b>(1,500)</b>	<b>(1,604)</b>	<b>(1,678)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	1,280	1,498	1,498	1,641	1,761	1,817	(1)
General Services	88	199	204	161	146	167	(2)
Materials	29	70	81	71	70	72	(3)
Vehicle -O&M	2	3	3	3	3	3	
<b>Total Expenditures (By Object)</b>	<b>1,399</b>	<b>1,770</b>	<b>1,786</b>	<b>1,876</b>	<b>1,980</b>	<b>2,059</b>	

**Note:**

- (1) One four-year term Development and Lands Officer position is recommended, starting in July 2022.
- (2) The 2021 Budget and Forecast data are higher mostly due to the Zoning By-law Review project.
- (3) Heritage Committee expenses and office overhead.



## GENERAL FUND – Planning & Development

Planning & Development Directorate Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	41	68	69	59	61	63	
Long Term Planning & Priority Setting	81	135	138	116	121	126	
Public Inquiry & Communication	102	168	172	145	150	157	
Team Leadership	41	68	69	59	61	63	
Legislation & Governance	141	234	240	205	213	222	
<b>Total Expenditures (By Activity)</b>	<b>406</b>	<b>673</b>	<b>688</b>	<b>584</b>	<b>606</b>	<b>631</b>	
<b>Net Revenue (Expenditures)</b>	<b>(406)</b>	<b>(673)</b>	<b>(688)</b>	<b>(584)</b>	<b>(606)</b>	<b>(631)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	378	543	543	567	588	613	
General Services	28	125	140	16	16	16	(1)
Materials	-	5	5	1	2	2	
<b>Total Expenditures (By Object)</b>	<b>406</b>	<b>673</b>	<b>688</b>	<b>584</b>	<b>606</b>	<b>631</b>	

**Note:**

(1) The 2021 Budget and Forecast data are higher mostly due to the Zoning By-law Review project.

# GENERAL FUND – Planning & Development

## PLANNING & LANDS DIVISION

In accordance with the direction provided by Council, the Planning & Lands Division collaborates with residents, businesses and the community on 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 creation, implementation and monitoring of long-range land use plans and local by-laws.

Professional services related to land purchases and sales, urban land development and mapping are provided to clients. The Zoning By-law, which is used to guide community growth in accordance with City Council's long-range land use plans, is administered by the department. Staff also manage the City's land-related transactions, including purchases, sales, leases, agreements and coordination with departments and territorial ministries.



## GENERAL FUND – Planning & Development

Planning & Lands Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	-	-	58	-	-	-	(1)
User Charges	93	40	69	50	50	55	
<b>Total Revenue</b>	<b>93</b>	<b>40</b>	<b>127</b>	<b>50</b>	<b>50</b>	<b>55</b>	
<b>Expenditures (by Activity)</b>							
Administration & Enforcement of Land Admin By-law	205	251	251	308	340	359	
Administration & Enforcement of Zoning By-law	234	287	287	350	388	410	
Legislation & Governance	59	73	72	88	97	102	
Long Term Planning & Priority Setting	88	106	107	131	145	151	
Rounding	3	(1)	-	1	5	-	
<b>Total Expenditures (By Activity)</b>	<b>589</b>	<b>716</b>	<b>717</b>	<b>878</b>	<b>975</b>	<b>1,022</b>	
<b>Net Revenue (Expenditures)</b>	<b>(496)</b>	<b>(676)</b>	<b>(590)</b>	<b>(828)</b>	<b>(925)</b>	<b>(967)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	521	586	586	693	786	810	(2)
General Services	41	67	57	120	123	144	(3)
Materials	26	62	73	64	65	67	(4)
Vehicle O&M	1	1	1	1	1	1	
<b>Total Expenditures (By Object)</b>	<b>589</b>	<b>716</b>	<b>717</b>	<b>878</b>	<b>975</b>	<b>1,022</b>	

**Note:**

- (1) The portion of 2021 COVID Safe Restart Funding allocated for permit relief.
- (2) One four-year term Development and Lands Officer position is recommended, starting in July 2022.
- (3) The 2022 to 2024 allocations include \$50,000 for Capital Area Committee operations.
- (4) Heritage Committee expenses and office overhead.

# GENERAL FUND – Planning & Development

## BUILDING SERVICES DIVISION

The Building Services Division administers the Building By-law through permits for various structures and coordination with other agencies. The construction process is followed by the City's Building Inspectors to ensure the safety and standards of all construction in The City of Yellowknife.

The primary services provided by the Building Services Division are the issuance of permits and compliance through review, inspection,

and enforcement. The division reviews applications to ensure that projects are designed and built in accordance with Building By-law No. 4469, and other applicable standards and regulations.

The Division takes pride in remaining up to date with the newest codes requirements and reflecting the highest standards within the City.

<b>Building Services Budget</b>	<b>2020 Actuals (\$000's)</b>	<b>2021 Budget (\$000's)</b>	<b>2021 Forecast (\$000's)</b>	<b>2022 Budget (\$000's)</b>	<b>2023 Budget (\$000's)</b>	<b>2024 Budget (\$000's)</b>	<b>Note</b>
<b>Revenue</b>							
User Charges	418	241	689	326	326	326	(1)
<b>Total Revenue</b>	<b>418</b>	<b>241</b>	<b>689</b>	<b>326</b>	<b>326</b>	<b>326</b>	
<b>Expenditures (by Activity)</b>							
Administration & Enforcement of Building By-law	302	287	287	310	300	306	
Public Inquiry & Communication	40	37	37	41	39	40	
Legislation & Governance	62	57	57	63	60	60	
<b>Total Expenditures (By Activity)</b>	<b>404</b>	<b>381</b>	<b>381</b>	<b>414</b>	<b>399</b>	<b>406</b>	
<b>Net Revenue (Expenditures)</b>	<b>14</b>	<b>(140)</b>	<b>308</b>	<b>(88)</b>	<b>(73)</b>	<b>(80)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	381	369	369	381	387	394	
General Services	19	7	7	25	7	7	(2)
Materials	3	3	3	6	3	3	(3)
Vehicle O&M	1	2	2	2	2	2	
<b>Total Expenditures (By Object)</b>	<b>404</b>	<b>381</b>	<b>381</b>	<b>414</b>	<b>399</b>	<b>406</b>	

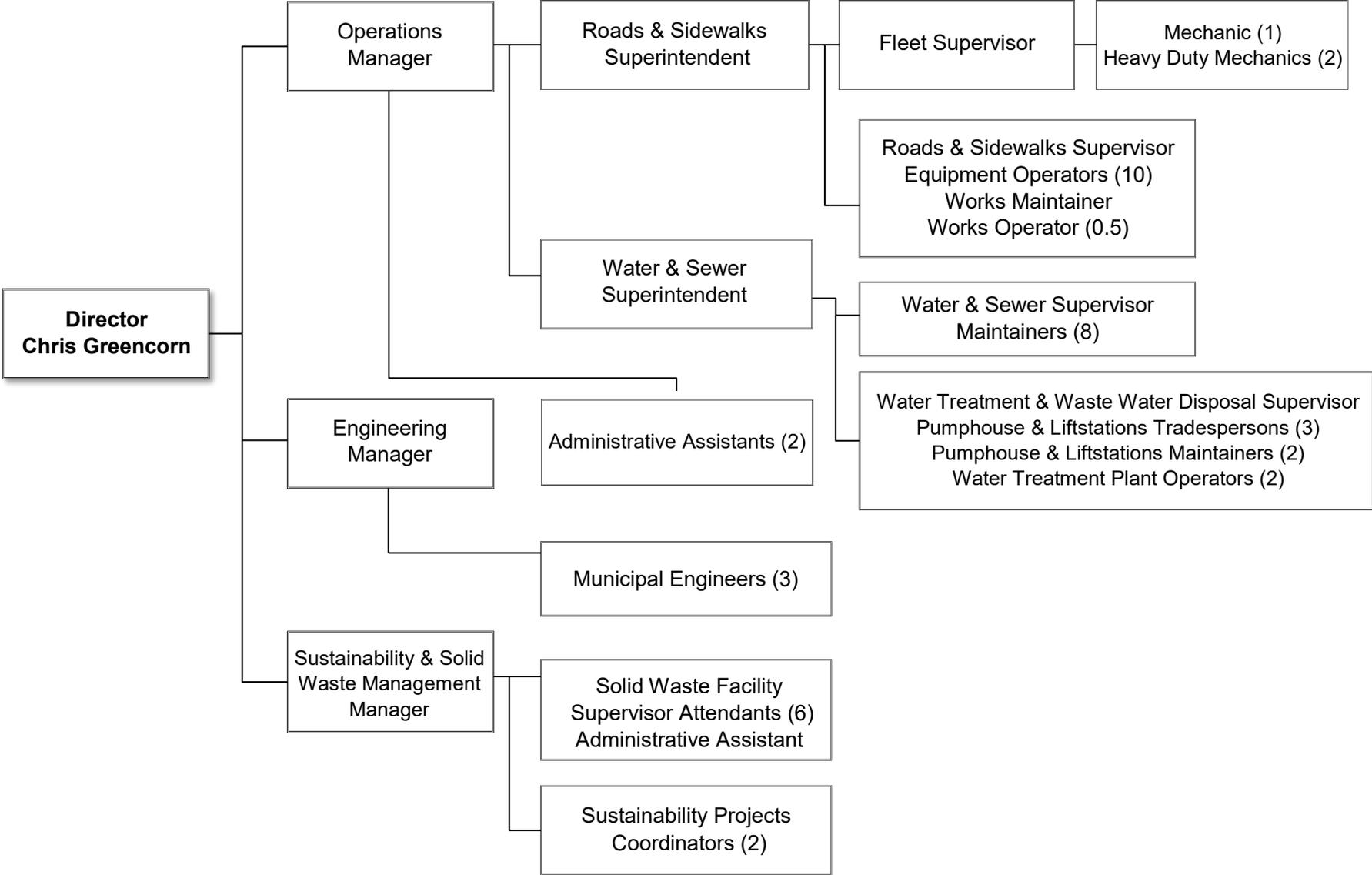
**Note:**

- (1) The 2021 Forecast is higher than Budget due to permit revenues from the Stanton Legacy Project.
- (2) The 2022 Budget includes \$18,000 for evaluation of the City's energy efficiency requirements compared to the 2020 National Building Code and an allocation to develop accessible permit application forms.
- (3) The 2022 Budget includes \$2,500 for a thermal camera.



# GENERAL FUND – Public Works & Engineering

## Department Staffing



# GENERAL FUND – Public Works & Engineering

## Staffing Summary

Staffing Summary	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	2023 Budget	2024 Budget	Note
Directorate	6.00	6.00	6.00	<b>6.00</b>	6.00	6.00	
City Garage	4.46	4.46	4.46	<b>4.46</b>	4.46	4.46	
Roads & Sidewalks	15.81	15.56	15.56	<b>16.33</b>	16.33	16.33	(1) & (2)
Solid Waste Management	9.68	10.07	10.07	<b>11.07</b>	11.07	11.07	(1) & (3)
Water and Sewer	21.95	21.95	21.95	<b>22.95</b>	22.95	22.95	(4)
	<b>57.90</b>	<b>58.04</b>	<b>58.04</b>	<b>60.81</b>	<b>60.81</b>	<b>60.81</b>	
Permanent	53.00	53.00	53.00	<b>57.00</b>	57.00	57.00	(4)
Part-time/Casual/Term	4.90	5.04	5.04	<b>3.81</b>	3.81	3.81	(4)
	<b>57.90</b>	<b>58.04</b>	<b>58.04</b>	<b>60.81</b>	<b>60.81</b>	<b>60.81</b>	

**Note:**

- (1) A 0.5 Person-Year was transferred from Roads & Sidewalks to Solid Waste Management in 2021.
- (2) An additional Works Maintainer position is recommended in 2022.
- (3) An Administrative Assistant position, starting mid-2022, is recommended to support the operations of the weigh-out scale.
- (4) It is recommended that the three-year term Municipal Engineer position become a permanent position in 2022.  
An additional Water and Sewer Maintainer I is recommended in 2022.



# GENERAL FUND – Public Works & Engineering

## 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	320	363	365	413	413	413	
<b>Total Revenue</b>	<b>320</b>	<b>363</b>	<b>365</b>	<b>413</b>	<b>413</b>	<b>413</b>	
<b>Expenditures (By Division)</b>							
Directorate	941	898	905	951	982	1,001	
City Garage (Fleet Management)	907	822	969	842	855	868	
Public Transit	1,691	2,380	2,119	2,621	2,680	2,791	
Roads & Sidewalks	3,862	4,197	3,831	4,110	4,134	4,220	
<b>Total Expenditures (By Division)</b>	<b>7,401</b>	<b>8,297</b>	<b>7,824</b>	<b>8,524</b>	<b>8,651</b>	<b>8,880</b>	
<b>Net Revenue (Expenditures)</b>	<b>(7,081)</b>	<b>(7,934)</b>	<b>(7,459)</b>	<b>(8,111)</b>	<b>(8,238)</b>	<b>(8,467)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	3,261	3,286	3,261	3,497	3,563	3,628	
General Services	2,320	2,897	2,541	2,856	2,923	3,046	
Materials	552	707	622	769	729	742	
Maintenance	-	5	5	5	5	5	
Utility -Fuel	34	47	42	46	47	48	
Utility -Power	902	929	929	937	966	994	
Vehicle -O&M	1,081	1,205	1,203	1,234	1,244	1,247	
Internal Recoveries	(749)	(779)	(779)	(820)	(826)	(830)	
<b>Total Expenditures (By Object)</b>	<b>7,401</b>	<b>8,297</b>	<b>7,824</b>	<b>8,524</b>	<b>8,651</b>	<b>8,880</b>	



## GENERAL FUND – Public Works & Engineering

Public Works & Engineering Directorate Budget	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	16	-	-	-	-	-	
<b>Total Revenue</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures (by Activity)</b>							
Administrative	94	89	89	<b>95</b>	98	99	
Long Term Planning & Priority Setting	376	359	361	<b>380</b>	392	400	
Public Inquiry & Communication	142	134	135	<b>143</b>	147	150	
Team Leadership	94	89	89	<b>95</b>	98	99	
Legislation & Governance	235	227	231	<b>238</b>	247	253	
<b>Total Expenditures (By Activity)</b>	<b>941</b>	<b>898</b>	<b>905</b>	<b>951</b>	<b>982</b>	<b>1,001</b>	
<b>Net Revenue (Expenditures)</b>	<b>(925)</b>	<b>(898)</b>	<b>(905)</b>	<b>(951)</b>	<b>(982)</b>	<b>(1,001)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	876	857	857	<b>906</b>	934	950	
General Services	45	14	25	<b>25</b>	27	29	(1)
Materials	5	23	18	<b>15</b>	16	17	
Vehicle O&M	15	4	5	<b>5</b>	5	5	
<b>Total Expenditures (By Object)</b>	<b>941</b>	<b>898</b>	<b>905</b>	<b>951</b>	<b>982</b>	<b>1,001</b>	

**Note:**

(1) The 2020 Actual includes the \$25,000 Smart Cities Challenge initiative.

# GENERAL FUND – Public Works & Engineering

City Garage Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Fleet Repair & Maintenance	1,326	1,280	1,397	<b>1,330</b>	1,341	1,359	
Garage & City Yard Maintenance	249	239	263	<b>249</b>	252	255	
Standby Generator Maintenance	81	79	87	<b>83</b>	84	84	
Maintenance Costs Allocated	(749)	(779)	(779)	<b>(820)</b>	(826)	(830)	(1)
Rounding	-	3	1	-	4	-	
<b>Total Expenditures (By Activity)</b>	<b>907</b>	<b>822</b>	<b>969</b>	<b>842</b>	<b>855</b>	<b>868</b>	
<b>Net Revenue (Expenditures)</b>	<b>(907)</b>	<b>(822)</b>	<b>(969)</b>	<b>(842)</b>	<b>(855)</b>	<b>(868)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	509	579	536	<b>599</b>	607	618	
General Services	219	33	231	<b>35</b>	35	36	
Materials	93	60	60	<b>62</b>	63	64	
Utility -Fuel	34	47	42	<b>46</b>	47	48	
Utility -Power	50	55	55	<b>55</b>	57	58	
Vehicle O&M	751	827	824	<b>865</b>	872	874	
Internal Recoveries	(749)	(779)	(779)	<b>(820)</b>	(826)	(830)	(1)
<b>Total Expenditures (By Object)</b>	<b>907</b>	<b>822</b>	<b>969</b>	<b>842</b>	<b>855</b>	<b>868</b>	

**Note:**

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



## GENERAL FUND – Public Works & Engineering

Public Transit Budget	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
User Charges	263	263	265	313	313	313	
<b>Total Revenue</b>	<b>263</b>	<b>263</b>	<b>265</b>	<b>313</b>	<b>313</b>	<b>313</b>	
<b>Expenditures (by Activity)</b>							
Transit Operations	1,691	2,380	2,119	2,621	2,680	2,791	
<b>Total Expenditures (By Activity)</b>	<b>1,691</b>	<b>2,380</b>	<b>2,119</b>	<b>2,621</b>	<b>2,680</b>	<b>2,791</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,428)</b>	<b>(2,117)</b>	<b>(1,854)</b>	<b>(2,308)</b>	<b>(2,367)</b>	<b>(2,478)</b>	
<b>Expenditures (By Object)</b>							
General Services	1,689	2,367	2,106	2,606	2,665	2,778	(1)
Materials	2	8	8	10	10	8	
Maintenance	-	5	5	5	5	5	
<b>Total Expenditures (By Object)</b>	<b>1,691</b>	<b>2,380</b>	<b>2,119</b>	<b>2,621</b>	<b>2,680</b>	<b>2,791</b>	

**Note:**

- (1) The new transit contracted costs have increased substantially since September 2021 as the contractor has started to account for the costs of new buses which are expected to be in service by end of 2022.

# GENERAL FUND – Public Works & Engineering

Roads & Sidewalks Budget	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	41	100	100	100	100	100	(1)
<b>Total Revenue</b>	<b>41</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>Expenditures (by Activity)</b>							
Administrative	192	207	189	203	205	208	
Snow & Ice Control	1,737	1,890	1,725	1,850	1,859	1,896	
Storm & Ditch Maintenance	192	207	189	203	205	208	
Street Maintenance	1,351	1,470	1,342	1,439	1,447	1,475	
Traffic Signals & Lighting	386	420	384	412	411	423	
Rounding	4	3	2	3	7	10	
<b>Total Expenditures (By Activity)</b>	<b>3,862</b>	<b>4,197</b>	<b>3,831</b>	<b>4,110</b>	<b>4,134</b>	<b>4,220</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,821)</b>	<b>(4,097)</b>	<b>(3,731)</b>	<b>(4,010)</b>	<b>(4,034)</b>	<b>(4,120)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,876	1,850	1,868	1,992	2,022	2,060	(2)
General Services	367	483	179	190	196	203	
Materials	452	616	536	682	640	653	
Utility -Power	852	874	874	882	909	936	
Vehicle O&M	315	374	374	364	367	368	
<b>Total Expenditures (By Object)</b>	<b>3,862</b>	<b>4,197</b>	<b>3,831</b>	<b>4,110</b>	<b>4,134</b>	<b>4,220</b>	

**Note:**

- (1) Quarry revenues
- (2) The Maintainer position, which was shared with the Solid Waste Management Division (SWMD) in 2020, has been reported fully under SWMD since 2021. An additional Works Maintainer position is recommended in 2022.



# 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	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Government Grants	201	-	-	-	-	-	
User Fees							
Solid Waste Levy	1,156	1,209	1,209	1,343	1,488	1,648	(1)
Tipping Fees	2,148	2,293	2,293	2,372	2,609	2,870	(1)
Sales of Recyclables	13	5	60	20	20	20	
<b>Total Revenue</b>	<b>3,518</b>	<b>3,507</b>	<b>3,562</b>	<b>3,735</b>	<b>4,117</b>	<b>4,538</b>	
<b>Net Revenue</b>	<b>3,518</b>	<b>3,507</b>	<b>3,562</b>	<b>3,735</b>	<b>4,117</b>	<b>4,538</b>	
<b>Expenditures (By Activity)</b>							
Waste Collection	376	419	419	401	408	415	
Waste Processing	1,520	1,608	1,885	1,856	1,940	1,986	
Waste Recycling	335	451	513	469	484	494	
Site Restoration/Closure							
Annual Accrual	798	511	511	880	906	933	
Amortization	1,094	1,145	1,145	1,166	821	1,192	
<b>Total Expenditures</b>	<b>4,123</b>	<b>4,134</b>	<b>4,473</b>	<b>4,772</b>	<b>4,559</b>	<b>5,020</b>	
<b>Net Revenue (Expenditures)</b>	<b>(605)</b>	<b>(627)</b>	<b>(911)</b>	<b>(1,037)</b>	<b>(442)</b>	<b>(482)</b>	
<b>Interfund Transfers</b>							
(To) From General Fund	(340)	(349)	(349)	(358)	(367)	(376)	(2)
<b>Total Interfund Transfers</b>	<b>(340)</b>	<b>(349)</b>	<b>(349)</b>	<b>(358)</b>	<b>(367)</b>	<b>(376)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(945)	(976)	(1,260)	(1,395)	(809)	(858)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,094	1,145	1,145	1,166	821	1,192	
<b>Change in Fund Balance</b>	<b>149</b>	<b>169</b>	<b>(115)</b>	<b>(229)</b>	<b>12</b>	<b>334</b>	
<b>Opening Balance</b>	<b>(12,822)</b>	<b>(12,752)</b>	<b>(12,673)</b>	<b>(12,788)</b>	<b>(13,017)</b>	<b>(13,005)</b>	
<b>Closing Balance</b>	<b>(12,673)</b>	<b>(12,583)</b>	<b>(12,788)</b>	<b>(13,017)</b>	<b>(13,005)</b>	<b>(12,671)</b>	(3)

# SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Expenditures (By Object)</b>							
Wages & Benefits	998	1,254	1,254	<b>1,354</b>	1,437	1,474	(4)
General Services	915	841	1,172	<b>962</b>	977	993	
Materials	21	65	65	<b>66</b>	68	69	
Maintenance	94	97	97	<b>101</b>	103	105	
Utility -Fuel	62	74	80	<b>80</b>	82	86	
Utility -Power	62	63	63	<b>66</b>	68	70	
Vehicle O&M & Fuel	79	84	84	<b>97</b>	97	98	
Amortization	1,094	1,145	1,145	<b>1,166</b>	821	1,192	
Annual Accruals for Landfill Closure	798	511	511	<b>880</b>	906	933	
<b>Total Expenditures (By Object)</b>	<b>4,123</b>	<b>4,134</b>	<b>4,473</b>	<b>4,772</b>	<b>4,559</b>	<b>5,020</b>	

**Note:**

- (1) Revenues are estimated based on user fee increases of 10% each year from 2022 to 2024.
- (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) The negative closing balance is largely due to the landfill closure liability, which saw a one-time adjustment of \$16.1 Million in 2014 and annual accruals of between \$0.4 Million to \$0.9 Million since then.
- (4) An Administrative Assistant position, starting mid-2022, is recommended to support the operation of the weigh-out scale. The Maintainer position, which was shared with the Roads and Sidewalks Division, has been reported fully under this division since 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	2020	2021	2021	2022	2023	2024	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
Government Grants	393	386	430	429	429	429	
User Charges							
Piped Water	8,351	8,360	8,858	8,863	8,868	8,872	(1)
Trucked Water	1,421	1,428	1,485	1,488	1,490	1,492	(1)
Other User Charges	42	100	84	85	85	85	(2)
<b>Total Revenue</b>	<b>10,207</b>	<b>10,274</b>	<b>10,857</b>	<b>10,865</b>	<b>10,872</b>	<b>10,878</b>	
Allocated to Capital	(847)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	
<b>Net Revenue</b>	<b>9,360</b>	<b>9,274</b>	<b>9,857</b>	<b>9,865</b>	<b>9,872</b>	<b>9,878</b>	
<b>Expenditures (By Activity)</b>							
Sewage Disposal	2,069	2,331	2,330	2,479	2,528	2,576	
Water Distribution	5,087	5,395	5,369	5,689	5,690	5,836	
Amortization	6,118	6,156	6,156	6,387	6,458	6,572	
<b>Total Expenditures</b>	<b>13,274</b>	<b>13,882</b>	<b>13,855</b>	<b>14,555</b>	<b>14,676</b>	<b>14,984</b>	
<b>Net Revenue (Expenditures)</b>	<b>(3,914)</b>	<b>(4,608)</b>	<b>(3,998)</b>	<b>(4,690)</b>	<b>(4,804)</b>	<b>(5,106)</b>	
<b>Interfund Transfers</b>							
(To) From General Fund	(1,255)	(1,145)	(1,145)	(1,174)	(1,203)	(1,233)	(3)
<b>Total Interfund Transfers</b>	<b>(1,255)</b>	<b>(1,145)</b>	<b>(1,145)</b>	<b>(1,174)</b>	<b>(1,203)</b>	<b>(1,233)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(5,169)	(5,753)	(5,143)	(5,864)	(6,007)	(6,339)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,118	6,156	6,156	6,387	6,458	6,572	
<b>Change in Fund Balance</b>	<b>949</b>	<b>403</b>	<b>1,013</b>	<b>523</b>	<b>451</b>	<b>233</b>	
<b>Opening Balance</b>	<b>1,217</b>	<b>1,399</b>	<b>2,166</b>	<b>3,179</b>	<b>3,702</b>	<b>4,153</b>	
<b>Closing Balance</b>	<b>2,166</b>	<b>1,802</b>	<b>3,179</b>	<b>3,702</b>	<b>4,153</b>	<b>4,386</b>	

# WATER & SEWER FUND

Water & Sewer Fund	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Expenditures (By Object)</b>							
Wages & Benefits	2,547	2,734	2,700	2,934	2,995	3,060	(4)
General Services	2,246	2,386	2,387	2,519	2,562	2,605	(5)
Materials	403	428	429	438	450	456	
Maintenance	6	81	55	85	87	89	
Utility -Fuel	428	550	563	596	480	512	
Utility -Power	1,402	1,417	1,435	1,453	1,500	1,546	
Vehicle O&M & Fuel	124	130	130	143	144	144	
Amortization	6,118	6,156	6,156	6,387	6,458	6,572	
<b>Total Expenditures (By Object)</b>	<b>13,274</b>	<b>13,882</b>	<b>13,855</b>	<b>14,555</b>	<b>14,676</b>	<b>14,984</b>	

**Note:**

- (1) Revenues are estimated based on no user fee increase for 2022 to 2024.
- (2) Utility penalties.
- (3) An administrative fee, based on the estimate 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. An additional Water and Sewer Maintainer I is recommended 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges							
Land Leases & Other Revenue	463	500	500	500	500	500	
Land Sales	1,743	2,492	1,039	3,421	1,651	333	(1)
<b>Total Revenue</b>	<b>2,206</b>	<b>2,992</b>	<b>1,539</b>	<b>3,921</b>	<b>2,151</b>	<b>833</b>	
<b>Expenditures (By Activity)</b>							
Land	356	892	926	1,900	728	90	(2)
<b>Total Expenditures</b>	<b>356</b>	<b>892</b>	<b>926</b>	<b>1,900</b>	<b>728</b>	<b>90</b>	
<b>Net Revenue (Expenditure)</b>	<b>1,850</b>	<b>2,100</b>	<b>613</b>	<b>2,021</b>	<b>1,423</b>	<b>743</b>	

# LAND DEVELOPMENT FUND

Land Development Fund	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Interfund Transfers</b>							
(To) From General Fund	(377)	(379)	(379)	(389)	(398)	(408)	(3)
(To) From Reserve	(13)	(20)	(20)	(20)	(20)	(20)	
(To) From Capital Fund	(15)	(210)	-	(3,397)	(935)	(2,300)	(4) & (5)
<b>Total Interfund Transfers</b>	<b>(405)</b>	<b>(609)</b>	<b>(399)</b>	<b>(3,806)</b>	<b>(1,353)</b>	<b>(2,728)</b>	
<b>Change in Fund Balance</b>							
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,445	1,491	214	(1,785)	70	(1,985)	
<b>Change in Fund Balance</b>	<b>1,445</b>	<b>1,491</b>	<b>214</b>	<b>(1,785)</b>	<b>70</b>	<b>(1,985)</b>	
<b>Opening Balance</b>	<b>7,279</b>	<b>8,109</b>	<b>8,724</b>	<b>8,938</b>	<b>7,153</b>	<b>7,223</b>	
<b>Closing Balance</b>	<b>8,724</b>	<b>9,600</b>	<b>8,938</b>	<b>7,153</b>	<b>7,223</b>	<b>5,238</b>	

**Note:**

- (1) Land sale estimates for 2022 through 2024 are based on anticipated sales of parcels in the Bristol commercial area, Grace Lake South, Niven Lake Phases 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. The \$1.9 Million previously allocated for Niven Lake Ravine Trails, and \$209,500 allocated for work in Budget 2021 will be carried forward to 2022. The closing balance will be reduced when the allocations are spent.
- (5) The 2022 Budget includes allocations for Area Development Plans, land purchases, environmental site assessments, surveying of Commissioner's Land acquired for municipal purposes, and Enterprise 2.0 construction.



## 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	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges							
Insurance Premium	1,212	1,200	1,200	1,213	1,213	1,213	
Insurance Deductible	47	40	40	40	40	40	
<b>Total Revenue</b>	<b>1,259</b>	<b>1,240</b>	<b>1,240</b>	<b>1,253</b>	<b>1,253</b>	<b>1,253</b>	
<b>Expenditures (By Activity)</b>							
Contracted Services	690	811	633	816	805	795	
Materials	82	122	122	122	125	127	
Labour & Equipment	286	308	308	315	323	331	
<b>Total Expenditures</b>	<b>1,058</b>	<b>1,241</b>	<b>1,063</b>	<b>1,253</b>	<b>1,253</b>	<b>1,253</b>	
<b>Net Revenue (Expenditure)</b>	<b>201</b>	<b>(1)</b>	<b>177</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Interfund Transfers</b>							
<b>Total Interfund Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Change in Fund Balance</b>	<b>201</b>	<b>(1)</b>	<b>177</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Opening Balance</b>	<b>1,611</b>	<b>1,611</b>	<b>1,812</b>	<b>1,989</b>	<b>1,989</b>	<b>1,989</b>	
<b>Closing Balance</b>	<b>1,812</b>	<b>1,610</b>	<b>1,989</b>	<b>1,989</b>	<b>1,989</b>	<b>1,989</b>	

# SERVICE CONNECTION FAILURE ASSISTANCE FUND

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# CAPITAL FUND

Capital Fund Summary	2020 Actuals (\$000's)	2020 Carryforward (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
<b>Revenue</b>								
Taxation	-	-	269	269	1,000	1,000	1,000	
Government Transfers								
Formula Funding	7,828	-	7,829	7,828	7,828	7,828	7,828	
Other Grants	7,841	-	12,249	10,532	23,618	37,185	17,728	
User Charges	2,845	-	2,998	2,998	3,083	3,085	3,087	
<b>Total Revenue</b>	<b>18,514</b>	<b>-</b>	<b>23,345</b>	<b>21,627</b>	<b>35,529</b>	<b>49,098</b>	<b>29,643</b>	
<b>Expenditures</b>								
Expenditures	13,003	16,750	15,501	18,568	42,240	67,432	28,704	
Carryforward Projects	-	-	3,503	-	3,602	-	-	(1)
<b>Total Expenditures</b>	<b>13,003</b>	<b>16,750</b>	<b>19,004</b>	<b>18,568</b>	<b>45,842</b>	<b>67,432</b>	<b>28,704</b>	
<b>Net Revenue (Expenditures)</b>	<b>5,511</b>	<b>(16,750)</b>	<b>4,341</b>	<b>3,059</b>	<b>(10,313)</b>	<b>(18,334)</b>	<b>939</b>	
<b>Debentures</b>								
Debenture Proceeds	-	-	-	-	10,001	-	4,000	(2)
Debenture Interest	(464)	-	(409)	(409)	(503)	(642)	(632)	(3)
Debt Principal Repayments	(1,657)	-	(1,711)	(1,711)	(1,976)	(2,273)	(2,380)	(3)
<b>Debenture Total</b>	<b>(2,121)</b>	<b>-</b>	<b>(2,120)</b>	<b>(2,120)</b>	<b>7,522</b>	<b>(2,915)</b>	<b>988</b>	
<b>Interfund Transfers</b>								
To Reserve	(2,130)	-	(2,120)	(2,120)	(2,000)	(2,223)	(2,183)	
From Reserve	2,109	-	1,980	3,245	1,588	2,315	2,125	
(To) From Land Development Fund	15	-	210	-	3,398	935	2,300	
<b>Total Interfund Transfers</b>	<b>(6)</b>	<b>-</b>	<b>70</b>	<b>1,125</b>	<b>2,986</b>	<b>1,027</b>	<b>2,242</b>	
<b>Change in Fund Balance</b>	<b>3,384</b>	<b>(16,750)</b>	<b>2,291</b>	<b>2,064</b>	<b>195</b>	<b>(20,222)</b>	<b>4,169</b>	
<b>Opening Balance</b>	<b>19,714</b>	<b>-</b>	<b>19,795</b>	<b>23,098</b>	<b>25,162</b>	<b>25,357</b>	<b>5,135</b>	
<b>Closing Balance</b>	<b>23,098</b>	<b>(16,750)</b>	<b>22,086</b>	<b>25,162</b>	<b>25,357</b>	<b>5,135</b>	<b>9,304</b>	

**Note:**

- (1) Carryforward amounts exclude those projects to be financed by reserves and deferred revenues.
- (2) The City is planning to borrow up to \$10 Million for the Aquatic Centre in 2022 and \$4 Million for the Submarine Water Supply Line in 2024.
- (3) Debt principal repayments and debenture interest include the annual payments on existing debts and additional proposed loans.

# CAPITAL FUND

Capital Financing	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Notes
<b>Property Taxation</b>							
Debt Principal	1,657	1,711	1,711	1,976	2,410	2,806	
Debt Interest	464	409	409	503	704	825	
Additional	(2,121)	(1,851)	(1,851)	(1,479)	(2,114)	(2,631)	
<b>Total Property Taxation</b>	<b>-</b>	<b>269</b>	<b>269</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	
<b>Formula Funding</b>	<b>7,828</b>	<b>7,829</b>	<b>7,828</b>	<b>7,828</b>	<b>7,828</b>	<b>7,828</b>	
<b>Grants</b>							
<b>Government of Canada</b>							
Gas Tax Rebate	2,543	6,351	7,116	6,140	19,471	5,717	
Clean Water & Wastewater Fund	163	-	-	-	-	-	
Investing in Canada Infrastructure Program	-	1,350	-	3,964	9,034	1,463	
Disaster Mitigation & Adaption Fund	79	750	113	750	750	6,750	
Community Capacity Building Fund	320	-	-	-	-	-	
Build Canada Funding	314	-	1,313	10,525	-	-	
<b>Total Government of Canada Grants</b>	<b>3,419</b>	<b>8,451</b>	<b>8,542</b>	<b>21,379</b>	<b>29,255</b>	<b>13,930</b>	
<b>Government of the NWT</b>							
Community Public Infrastructure Fund	2,810	3,718	1,754	2,159	7,850	3,718	
MACA Recreation Grant	71	80	89	80	80	80	
Other GNWT Grants	1,437	-	116	-	-	-	
<b>Total Government of the NWT Grants</b>	<b>4,318</b>	<b>3,798</b>	<b>1,959</b>	<b>2,239</b>	<b>7,930</b>	<b>3,798</b>	
Donations	104	-	31	-	-	-	
<b>Total Grants</b>	<b>7,841</b>	<b>12,249</b>	<b>10,532</b>	<b>23,618</b>	<b>37,185</b>	<b>17,728</b>	
<b>User Charges</b>							
Water & Sewer Allocation	847	1,000	1,000	1,000	1,000	1,000	
Water & Sewer Infrastructure Levy	1,998	1,998	1,998	2,083	2,085	2,087	
<b>Total User Charges</b>	<b>2,845</b>	<b>2,998</b>	<b>2,998</b>	<b>3,083</b>	<b>3,085</b>	<b>3,087</b>	



# CAPITAL FUND

Capital Financing	2020 Actuals (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Notes
<b>Interfund Transfers</b>							
<b>From Reserves</b>							
Information Technology	556	627	912	310	430	390	
Major Community Facility	-	-	-	-	751	-	
Mobile Equipment Replacement	1,463	1,353	2,333	1,278	1,134	1,735	
Heritage	90	-	-	-	-	-	
<b>Total Transfers from Reserve</b>	<b>2,109</b>	<b>1,980</b>	<b>3,245</b>	<b>1,588</b>	<b>2,315</b>	<b>2,125</b>	
<b>To Reserve</b>							
Information Technology	(700)	(650)	(650)	(500)	(500)	(500)	
Mobile Equipment Replacement	(1,430)	(1,470)	(1,470)	(1,500)	(1,723)	(1,683)	
<b>Total Transfers to Reserve</b>	<b>(2,130)</b>	<b>(2,120)</b>	<b>(2,120)</b>	<b>(2,000)</b>	<b>(2,223)</b>	<b>(2,183)</b>	
<b>To Solid Waste Management Fund</b>							
<b>From Land Development Fund</b>							
To Capital Fund	15	210	-	3,398	935	2,300	
<b>Total Interfund Transfers</b>	<b>(6)</b>	<b>70</b>	<b>1,125</b>	<b>2,986</b>	<b>1,027</b>	<b>2,242</b>	
<b>Total Capital Financing</b>	<b>18,508</b>	<b>23,415</b>	<b>22,752</b>	<b>38,515</b>	<b>50,125</b>	<b>31,885</b>	

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# CAPITAL FUND – 2022 Capital Projects

Capital Projects	2020	2020	2021	2021	2022	2023	2024	Note
	Actuals (\$000's)	Carryforward (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget (\$000's)	Budget (\$000's)	Budget (\$000's)	
50 St Revitalization/DT Multi-Purpose Building Study	-	75	-	-	-	-	-	
Accessibility Audit/Implementation	197	875	581	1,456	567	595	550	
Aquatic Centre	418	6,110	-	1,750	20,757	43,057	3,588	
Arbour Development Study	-	-	50	-	-	-	-	
Art & Culture Master Plan	-	-	75	50	-	-	-	
Asset Management	25	383	-	383	300	340	430	
Backup Power Liftstation Generator Installation	187	336	-	230	-	-	-	
Baling Facility- Mechanical Upgrades	35	8	-	8	-	-	-	
Ban Commercial Cardboard	-	25	-	-	-	-	-	
Bristol Freighter Repainting	100	-	-	-	-	-	-	
Budget Management	-	25	-	25	-	-	-	
CEP Community Outreach	-	32	-	20	-	-	-	
CEP Interior LED Lighting	14	340	-	250	-	-	-	
CEP Waste Strategic Plan	-	50	-	25	-	-	-	
City Hall Upgrades	471	254	-	254	-	-	-	
Class Replacement	13	-	-	-	-	-	-	
CMP/W&S Federal Funded	73	-	-	-	-	-	-	
CMP/W&S Federal Funded - PAVING	11	-	-	-	-	-	-	
Columbarium Park	2	98	150	105	-	-	-	
Community Energy Plan Projects	35	117	-	87	2,640	145	150	
Community Services - Engle 11 Park	14	-	-	-	-	-	-	
Community Services -Hordal & Bagon Green Space	1	-	-	-	-	-	-	
Community Services Land Fund Capital Projects	-	1,900	-	-	-	-	-	
Curling Club Upgrades	19	-	-	-	150	-	-	
Design and Construction Standards	53	16	-	52	-	-	-	
Development & Building Permit Automation	-	-	125	125	-	-	-	
Dispatch Console	169	-	-	-	-	-	-	
Dock Replacement	-	-	-	-	-	-	50	
Electronic Tendering	7	-	-	-	-	-	-	
Email Management	86	4	-	45	-	-	-	
Emergency Medical Dispatch Software	-	-	-	-	53	-	-	
Emergency Radio Infrastructure Renewal	-	-	90	90	-	-	-	
FDM Software	85	27	-	27	-	-	-	
Fire Hall Emergency Response Equipment	-	-	69	69	-	-	-	
Fire Hall Equipment	-	-	-	-	175	111	58	
Fire Hall Expansion/ Renovation	-	-	251	66	295	3,265	-	
Fire Hall Improvement/Study	48	-	-	-	-	-	-	
Fleet Management	1,450	980	1,353	2,333	1,278	1,134	1,735	
Folk on the Rocks Rehabilitation	94	-	-	31	-	-	-	

# CAPITAL FUND – 2022 Capital Projects

Capital Projects	2020 Actuals (\$000's)	2020 Carryforward (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
General Plan Review	1	-	-	-	-	-	-	
Giant Mine Water Shut Off	105	-	-	-	-	-	-	
Heavy Equipment (Class 5)	3	-	-	-	-	-	-	
High Water Level Study	-	-	-	-	-	50	250	
Implementation of 50/50 Recommendations	-	25	-	-	-	-	-	
Information Technology Infrastructure Renewal	260	-	337	337	310	430	390	
Intersections Widening & New Traffic Lights	18	12	-	12	-	-	-	
Lagoon Control Structure Replacement	42	239	550	10	125	-	-	
Lagoon Sludge Removal	43	425	1,800	75	950	2,800	2,800	
Land Fund Capital Projects	-	-	210	-	3,350	935	2,300	
Land Surveying (Commissioners)	-	-	-	-	600	65	100	
Landfill Fire Control & Risk Reduction Plan	-	25	-	-	-	-	-	
Large Vehicle Hoist	10	-	-	-	-	-	-	
Library Upgrades	120	-	-	-	-	-	-	
McMeekan Causeway Abutment Stabilization	271	154	-	6	-	-	-	
Monitoring Well Installation	-	75	-	75	-	-	-	
Multiplex Ice Plant Maintenance/Upgrade	555	40	170	250	-	-	-	
Network Infrastructure	19	-	-	-	-	-	-	
New Landfill/ Landfill Expansion	10	35	350	385	-	4,500	-	
Niven Lake Trail Upgrade	-	-	-	-	-	350	350	
Park Development	128	9	-	9	-	-	-	
Park Equipment Replacement	-	-	115	115	135	250	170	
Paving & Foundation Repairs	5	-	-	-	-	-	-	
Paving Program	3,065	-	2,500	2,500	4,075	4,285	3,838	
PH#4 Water Truckfill Safety Project	7	-	350	333	150	-	-	
Phone System	160	30	-	30	-	-	-	
Potable Water Reservoir Repairs	-	871	-	-	-	-	-	
Public Transit Review	57	-	-	9	-	-	-	
Pump Replacement Program	145	34	-	34	-	-	-	
Pumphouse & Liftstation Upgrades	40	10	-	10	-	-	-	
RIMP Building Structural Assessment	-	-	-	-	75	-	-	
Rotary Range Lake Trail	-	-	-	-	210	-	-	
SCADA Upgrades (Federal)	145	-	-	-	-	-	-	
Secondary Site & Data Replication	10	-	-	-	-	-	-	
Self-Contained Breathing Apparatus	243	100	-	100	-	-	-	
Sewage Force Main Repairs and Retention	361	107	150	257	750	-	-	
Site Restoration/Landfill Closure	-	145	-	145	-	-	75	
Solid Waste Facility Upgrades	56	186	-	186	-	-	-	
Submarine Water Supply Line Replacement	39	951	1,000	150	1,000	1,000	9,000	



# CAPITAL FUND – 2022 Capital Projects

Capital Projects	2020 Actuals (\$000's)	2020 Carryforward (\$000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	Note
Sustainability Coordinator	119	-	120	120	-	-	-	
SWMP Implementation	5	90	-	50	-	-	-	
Tommy Forrest Ball Park Upgrades	60	-	-	15	-	-	-	
Traffic Light Upgrades	84	33	70	103	70	70	70	
Transfer Station & Cell Access Improvement	30	99	-	99	-	-	-	
Water & Sewer Infrastructure Replacement	2,506	-	4,750	4,000	4,225	4,050	2,800	
Water & Sewer Piped Services Expansion Study	10	-	-	-	-	-	-	
Water & Sewer Replacement - PAVING	615	615	-	615	-	-	-	
Water Treatment Plant Pellet Boiler	-	361	-	361	-	-	-	
Webcasting	-	185	-	185	-	-	-	
Weigh Out Station At SWF	43	153	-	100	-	-	-	
Wildland Fire Mitigation Emergency Measures	1	86	-	86	-	-	-	
Wireless Infrastructure	-	-	75	75	-	-	-	
YKCA Upgrade - Contracted Costs	-	-	210	250	-	-	-	
YKCA Upgrades	5	-	-	-	-	-	-	
<b>Total Capital Tree</b>	<b>13,003</b>	<b>16,750</b>	<b>15,501</b>	<b>18,568</b>	<b>42,240</b>	<b>67,432</b>	<b>28,704</b>	

# 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)	User Fees (\$000's)	Land Fund (\$000's)	Debt Financing (\$000's)
Accessibility Implementation	567	(567)	-	-	-	-	-	-	-	-
Aquatic Centre	20,757	(231)	-	(10,525)	-	-	-	-	-	(10,001)
Asset Management	300	(300)	-	-	-	-	-	-	-	-
Community Energy Plan Projects	2,640	(140)	(2,500)	-	-	-	-	-	-	-
Curling Club Upgrades	150	-	-	-	(150)	-	-	-	-	-
Emergency Medical Dispatch Software	53	(53)	-	-	-	-	-	-	-	-
Fire Hall Equipment	175	(112)	-	-	(63)	-	-	-	-	-
Fire Hall Renovation and Expansion	295	(295)	-	-	-	-	-	-	-	-
Fleet Management	1,278	-	-	-	-	-	(1,278)	-	-	-
Information Technology Infrastructure Renewal	310	-	-	-	-	(310)	-	-	-	-
Lagoon Control Structure Replacement	125	-	-	-	-	-	-	(125)	-	-
Lagoon Sludge Removal	950	-	-	(713)	-	-	-	(237)	-	-
Land Fund Capital Projects	3,350	-	-	-	-	-	-	-	(3,350)	-
Land Surveying (Commissioners)	600	(600)	-	-	-	-	-	-	-	-
Park Equipment Replacement	135	-	-	(80)	(55)	-	-	-	-	-
Paving Program	4,075	-	-	(2,813)	(1,215)	-	-	-	(47)	-
PH#4 Water Truckfill Safety Project	150	-	-	-	-	-	-	(150)	-	-
RIMP Building Structural Assessment	75	(75)	-	-	-	-	-	-	-	-
Rotary Range Lake Trail	210	-	-	-	(210)	-	-	-	-	-
Sewage Force Main Repairs and Retention	750	-	-	-	-	-	-	(750)	-	-
Submarine Water Supply Line Replacement	1,000	-	-	(750)	(250)	-	-	-	-	-
Traffic Light Upgrades	70	-	-	-	(70)	-	-	-	-	-
Water & Sewer Infrastructure Replacement	4,225	-	(3,640)	(439)	(146)	-	-	-	-	-
<b>Total Capital Projects</b>	<b>42,240</b>	<b>(2,373)</b>	<b>(6,140)</b>	<b>(15,320)</b>	<b>(2,159)</b>	<b>(310)</b>	<b>(1,278)</b>	<b>(1,262)</b>	<b>(3,397)</b>	<b>(10,001)</b>



# CAPITAL FUND – 2022 Capital Projects

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

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>567,000</b>	<b>595,000</b>	<b>550,000</b>
<b>Funding</b>			
Formula Funding	567,000	595,000	550,000
<b>Total Funding</b>	<b>567,000</b>	<b>595,000</b>	<b>550,000</b>

## 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 an Accessibility Audit. The scope of work included auditing the City's facilities and infrastructure, specifically the structural design of facilities as well as their 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 Community and Corporate Vision of an inclusive City, and move towards a community that ensures a high quality of life for all, including future generations.

The audit identified the need for approximately \$5,000,000 worth of work to be completed over a ten-year period to strategically remove barriers using 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 2021 include:

- Installed accessible parking pads, multipurpose courts, picnic tables and benches at a variety of parks;
- Developed accessible basketball at two courts

# CAPITAL FUND – 2022 Capital Projects

**Department** CS Community Services  
**Project** 50036570 Accessibility Implementation

**Division** Parks & Trails

- Upgraded and adjusted facility components such as accessible door openers, lighting, and exit signs;
- Repaired concrete/asphalt at key locations;
- Installed the Jumpstart Playground; and
- Installed ramps in Council Chamber, the Somba K'e Park washrooms, and the Wildcat Cafe.

Plans for 2022 include:

- Updating more doors to accessible versions;
- Installing accessible washroom sinks;
- Making the main floor City Hall public washroom accessible;
- Upgrading the City Hall elevator;
- Developing accessible Wayfinding signage;
- Adding accessible parking spaces and curbing; and
- Continuing the development of accessible paths, benches, and tables at playgrounds and parks.

## Operational Impact

There will be no additional O&M impact for some of the work, however additional playgrounds and trails/pads will create additional maintenance and upkeep requirements.



# CAPITAL FUND – 2022 Capital Projects

**Department** CS Community Services  
**Project** 55006570 Aquatic Centre

**Division** Pool

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>20,756,826</b>	<b>43,057,393</b>	<b>3,588,116</b>
<b>Funding</b>			
Formula Funding	230,826	22,313,593	
Gas Tax Rebate		15,860,800	
Other Grants	10,525,000		
Community Public Infrastructure Funding		4,132,000	3,588,116
Reserves		751,000	
Debt Funding	10,001,000		
<i>Total Funding</i>	<b>20,756,826</b>	<b>43,057,393</b>	<b>3,588,116</b>

## Description

### Purpose

The development of an Aquatic Centre is a multi-year project that started in 2018 with the input of the Aquatic Centre Advisory Committee (ACAC) and is anticipated to be completed in 2024, pending Council approval and funding being approved through a public referendum process.

## Background

In January 2021, following a public consultation process that included public open houses and an on-line Place Speak survey, Council adopted the Aquatic Centre Design Plan as prepared by Taylor Architect Group. Following this, three Design Build teams were pre-qualified to participate in the Design Build Request for Proposal process for the development of the Aquatic Centre.

Three proposals were received by the City and were evaluated and scored, with Clark Builders being the successful Design Build Team.

The project budget is as follows:

Design Build Contract	\$67,735,329
Consultant Contract	\$640,226
5% Contingency	\$3,386,766
Project Total	\$71,762,321

# CAPITAL FUND – 2022 Capital Projects

**Department** CS Community Services  
**Project** 55006570 Aquatic Centre

**Division** Pool

Funding for the project has been allocated through the 2022-2024 Capital budget and combined with the 2021 Capital carry over of \$4,359,987.

The project proposed by Clark Builders includes the various components identified by Council including:

- 25m, 3 lane leisure pool with beach entry
- 25m, 8 lane lap pool
- Amusement park type water slide and tot slide
- Lazy river
- Storage/office space for youth groups
- Splash Pad
- 1m and 3m diving boards
- Steam room and therapy pool
- Lease space
- Canteen/concession space
- Multipurpose rooms
- Office space
- Universal change rooms
- Spectator seating

Construction is expected to commence in 2022 and be completed in the third quarter of 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 Aquatic Centre Design Plan indicates the annual net operating expenses for the facility will be \$1,755,094.



# CAPITAL FUND – 2022 Capital Projects

**Department** GG General Government  
**Project** 45006570 Asset Management

**Division** Asset Management & GIS

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>300,000</b>	<b>340,000</b>	<b>430,000</b>
<b>Funding</b>			
Formula Funding	300,000	340,000	430,000
<b>Total Funding</b>	<b>300,000</b>	<b>340,000</b>	<b>430,000</b>

## Description

### Purpose

To develop City-wide Asset Management best practices that help ensure the delivery of financially and environmentally sustainable services through responsible management of the City's assets.

## Background

### Context

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

The community entrusts the City to take care of these assets in a financially and environmentally responsible manner to ensure that the full value of the assets is optimized, that risks are minimized, and that services are responsive to agreed upon levels of service in the long term. Responsible management of these assets requires consistent long-term, data-based decision making supported by standardized data collection, management, and analysis. This practice is Asset Management.

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

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

# CAPITAL FUND – 2022 Capital Projects

**Department** GG General Government  
**Project** 45006570 Asset Management

**Division** Asset Management & GIS

## *Previous Work*

The City has previously endeavoured to apply more structure to its Asset Management efforts. Notably:

- In 2006, FSC Architects & Engineers were contracted to conduct an Infrastructure Needs Assessment. The study inventoried many of the City's capital assets, assessed their condition, determined their replacement costs, and quantified deferred maintenance.
- In 2008, changes to the Public Sector Accounting Board's standards introduced requirements for municipalities to report asset depreciation, and so the City developed mechanisms to track estimated asset values for this purpose.
- In 2010, the City established an Asset Management Task Force to oversee the completion of another inventory of assets and to assess their condition, maintenance, and replacement needs.
- In 2017, a study of fleet asset replacement schedules and funding was completed. In addition, the City received funding from the Federation of Canadian Municipalities to provide training for some staff around integrating the principles of levels of service, climate adaptation, and life-cycle cost analysis into its Asset Management practices.

These undertakings achieved some limited success in specific functions within the organization, particularly with respect to fleet and linear infrastructure. However, the 2006 and 2011 reports essentially sat on the shelf as the organization lacked internal resource capacity to advance more structured Asset Management practices.

## *Roadmap Process*

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

Dillon consulted with members of the Working Group to assess the current status of Asset Management relative to the key competencies in the Federation of Canadian Municipalities' Asset Management Readiness Scale, plus a sixth area to reflect the importance of measuring levels of service and managing risk. These competency areas, and related Asset Management outcome areas, are shown in Gallery 1 – Asset Management Key Competencies.



# CAPITAL FUND – 2022 Capital Projects

**Department** GG General Government  
**Project** 45006570 Asset Management

**Division** Asset Management & GIS

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

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

The consultants looked at the City's current Asset Management state and identified the work that needed to be done to move the organization to its sought-after state. It organized this work into a five-year timeframe, centered around a theme for each year, and developed a Roadmap to guide the City; it was presented to the Governance and Priorities Committee in August 2019.

### *Roadmap*

The original Roadmap assumed that an Asset Management leadership position would be filled in early 2020. However, this was unavoidably delayed and therefore the Roadmap has been adjusted to reflect a later-than-planned start date. The revised Roadmap, including progress to date, is summarized in Gallery 3 – Roadmap Overview.

### *Resources*

The original Roadmap identified the need for almost 3,000 days of work and suggested that a considerable portion of it be done by external resources, in part because the City did not have internal resources to dedicate to it, and in part to allow the City to benefit from specialized expertise.

Aware of the need for strong internal guidance for an initiative as wide-ranging as Asset Management, the City created an Asset Management leadership position in 2020 to provide direction, oversight, and coordination of its Asset Management activities. It was filled in late 2020, and over the course of 2021 it was found that several of the activities expected to use external resources were able to be completed internally by the new division of Asset Management and Geographic Information Systems, with support from the Asset Management Steering Committee. It is expected that this trend will continue. It was also found that using internal resources improved internal knowledge of, skill in using, and ownership of Asset Management practices. Moving forward the intent is to utilize internal resources as much as possible to further embed Asset Management practices and knowledge.

The Roadmap estimates did not include the amount of time that will be required to find, record, enter, and track the additional data that will be managed and analyzed on an ongoing basis to support the Asset Management processes.

# CAPITAL FUND – 2022 Capital Projects

**Department** GG General Government  
**Project** 45006570 Asset Management

**Division** Asset Management & GIS

To support this collection and processing of data, as well as better facilitate the use of internal resources, it is recommended that an additional Asset Management position be created in 2022, funded as part of this capital project. This role’s primary purpose will be to collect data directly, or through the facilitation of other resources, and assist in its management and analysis to support decision-making. The incumbent will also help train and coach staff on how to use the tools developed in year one.

**Rationale**

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

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

**Operational Impact**

While additional operating resources will be required to implement and sustain more structured Asset Management practices, properly maintained and managed assets will contribute to overall lower life-cycle costs and longer-serving assets, resulting in efficiencies and cost savings.

**Gallery**

*Gallery 1: Asset Management Key Competencies*

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



# CAPITAL FUND – 2022 Capital Projects

**Department** GG General Government  
**Project** 45006570 Asset Management

**Division** Asset Management & GIS

## Gallery

*Gallery 2: Asset Management Readiness*



# CAPITAL FUND – 2022 Capital Projects

**Department** GG General Government  
**Project** 45006570 Asset Management

**Division** Asset Management & GIS

## Gallery

Gallery 3: Roadmap Overview

Year	Theme	Description of Opportunities
Year 0 (2020/2021)	Raising awareness	Asset management is a team sport requiring broad support across the organization. In Year Zero, the City will develop key documents and bringing them forward to Council. This includes the AM Roadmap, AM Policy and AM Strategy and Vision.
Year 1 (2021)	Building the base	Following the successful launch of the AM Roadmap through Council adoption and the annual budget process, a solid base for asset management will be set by establishing roles and responsibilities within the asset management framework and initiating data management opportunities, as well as a corporate risk framework. The opportunities in Year One and onward will be guided by the Policy, Vision and Roadmap established during Year Zero.
Year 2 (2022)	Asset performance	During Year Two of the AM Roadmap, the condition of assets will be determined using a standardized methodology, along with the expected level of service in order to establish a baseline for evidence-based service and capital planning.
Year 3 (2023)	Asset management plans	In Year Three there will be a continued focus on opportunities that contribute to asset management practices, and a comprehensive update of the asset management plans will be undertaken to incorporate the practices and information from preceding years.
Year 4 (2024)	Integration with demand management	In Year Four, master planning will be undertaken to complete the pictures of service and asset requirements. Work will continue to develop asset management plans across all City assets and to enhance those completed with validated asset strategies.
Year 5 (2025)	Operations and recalibration	In Year Five, focus will shift towards maintenance improvements and the Roadmap implementation will be reviewed and recalibrated based on new information.





# CAPITAL FUND – 2022 Capital Projects

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

**Division** Community Energy Plan

In 2019, the City commissioned a study to assess the feasibility of installing a centralized biomass boiler to connect five buildings under three orders of government. These buildings included 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).

In 2021 design for the WTP Biomass Boiler began, with construction scheduled for 2022.

## Operational Impact

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



# CAPITAL FUND – 2022 Capital Projects

**Department** CS Community Services  
**Project** 55506570 Curling Club Upgrades

**Division** Curling Club

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	150,000		
<b>Funding</b>			
Community Public Infrastructure	150,000		
<i>Total Funding</i>	150,000		

## Description

**Purpose**

To repair the aging roof of the Curling Club to prevent further leaking and damage to the building infrastructure and contents.

**Background**

The Curling Club roof has experienced periodic leaking over the past two years. Several patches have been carried out to address the issue however due to the age and condition of the roof additional work is required.

An assessment of the roof has indicated that there are several issues with flashing and fasteners as well as some locations indicating that the seams are not properly crimped.

The project will include repairs to the fasteners and flashings as well as the application of two coats of rubberized spray application. The work will extend the lifespan of the roof and will include a warranty period.

The City and the Yellowknife Curling Club have an Agreement that details the City is responsible for all major maintenance.

**Operational Impact**

There will be no operational impact associated with this project.



# CAPITAL FUND – 2022 Capital Projects

**Department** PS Public Safety  
**Project** EM0001 Emergency Medical Dispatch Software

**Division** Communication Centre

The City is entering into discussions with the GNWT Department of Municipal and Community Affairs to address these issues and to reach an agreement on a process that will ensure the best service possible is provided to Yellowknife residents.

One reason NWT911 is reluctant to transfer emergency medical service calls directly to the City is because the PSCC does not currently have an Emergency Medical Dispatch Software Program, which will greatly improve how City dispatchers currently process emergency calls for ambulances with speed in determining the conditions of the call and dispatching the response. The benefit of the software program is a live directed on-screen procedure (guide card) to navigate various types of medical emergencies. This will improve the current work process of referencing a paper-based binder to determine the appropriate response guidance, or operating from memory. Through the use of this software, the dispatcher is able to maintain continuous contact with the caller allowing them to provide real-time information and updates to the responders while providing the call with appropriate direction. The benefit to the Fire Division is the ability to communicate valuable information for the safety of first responders. Additionally, this includes real time updates of the patient's condition and instructions for the safety of patients or bystanders. The use of this software will also allow dispatcher to provide clear and potentially lifesaving direction to callers.

In addition, Fire Division dispatchers currently have a dual role as both a Primary Public Safety Answering Point and as emergency service dispatchers. This is because more than 70 percent of the calls for emergency medical services in Yellowknife continue to come directly to the City 873-2222 emergency line. Currently all life-critical medical calls are forwarded to NWT 911 because they have an Emergency Medical Dispatch (EMD) program. The Emergency Medical Dispatch Software Program will allow City dispatchers to immediately dispatch and proceed to provide pre-arrival instructions without delay.

When and how an incident is dispatched is dependent on the information, with the intent being to dispatch within 60 seconds of receiving the call. The importance of the dispatching agency having direct contact with the caller cannot be overstated. In this scenario, the dispatcher has the ability to continue gathering information after dispatching and update responders in real time; this also allows the dispatcher to make decisions around additional actions based on background noise and the caller's tone of voice and level of emotion or agitation. This is also relevant with respect to scene safety issues for responders. The contact with the caller also provides an opportunity to obtain detailed information or access information such as, what a person is wearing and changes to status of the situation.

The EMD program and software based guide cards are monitored and must be medically approved. All pre-arrival direction scripted in the program must be reviewed and approved by the Fire Division's current medical director (physician). The medical director takes an active role in the setup of the program but also in the continued quality assurance and review of the program, similar to systems utilized by the Fire Division Emergency Medical Services Program.

The use of an EMD program by both NWT911 operators, who take the original call, and by the personnel who dispatch the emergency services, is a best practice standard utilized globally and supported by standards of the National Fire Prevention Association, National Highway Traffic Safety Administration's Emergency Medical Dispatch: National Standard Curriculum, American Heart Association Guidelines, American Society for Testing and Materials International, Association of Public-Safety Communications Officials International, and the International Academies of Emergency Dispatch.

# CAPITAL FUND – 2022 Capital Projects

**Department** PS Public Safety  
**Project** EM0001 Emergency Medical Dispatch Software

**Division** Communication Centre

The implementation an EMD Software Program to support dispatching is important in risk management and the reduction of liability for the City of Yellowknife, dispatchers, and first responders. Enterprise risk assessment is currently underway through the Fire Division based on the Fire Division Master Plan. Dispatching resources is a vital part of the risk assessment (Recommendation #18 Emergency Service Dispatch & CAD, #26 Community Risk Overview). A robust Quality Management program with direction from the medical director ensures standards are met with the intent of providing the highest possible standard of care to the public. The use of an EMD Software Program has been shown to decrease response times, and mitigate the risks associated with unnecessary responses, by giving dispatchers the tools to determine the correct resource and type of response.

Implementation of this program will aid City dispatchers in taking a proactive approach to processing emergency calls and mitigate communication issues with NWT911. Not only will this contribute to positive outcomes and increased safety for responders and the public, it ensures a consistently high quality of service to everyone. It also provides the opportunity for NWT911 and City dispatchers to provide back up service and support for one another when necessary.

Administration is recommending a Capital Project allocation of \$53,000 in Budget 2022 to purchase the Emergency Medical Dispatch Software Program.

## Operational Impact

The cost to the O&M Budget will be the yearly licensing and cost for medical direction of \$12,000 per year.



# CAPITAL FUND – 2022 Capital Projects

**Department** PS Public Safety  
**Project** FD0017 Fire Hall Equipment

**Division** Fire & Ambulance

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>175,000</b>	<b>111,000</b>	<b>58,000</b>
<b>Funding</b>			
Formula Funding	112,223	111,000	58,000
Community Public Infrastructure Funding	62,777		
<b>Total Funding</b>	<b>175,000</b>	<b>111,000</b>	<b>58,000</b>

## Description

### Purpose

To replace outdated Fire Division Equipment.

### Background

The current Knox Box equipment, which provides first responders with timely access to hundreds of commercial and residential buildings in the city in emergency situations, has become outdated and the technology used is obsolete.

This equipment is comprised of a Knox SentraLok in the responding unit, which holds a secure Knox Key which provides access to a Knox Box on the building that has the property owner's keys stored inside. Responders request that City dispatchers release the Knox Key which is done via tones over the analog fire radio channel. The tones instruct the box to release the master key which the responder can then use to access the Knox Box.

All of the Knox SentraLok boxes in the City's apparatus currently have failing circuit boards due to age. As such, they have become unreliable and because the technology has become obsolete, the City can no longer purchase the needed parts for repairs.

All equipment has a life cycle and the present Knox Boxes, which are close to thirty years old, have surpassed their life and technological function. Administration strongly recommends that this equipment be replaced in 2022, at an estimated cost of \$55,000.

The current hydraulic tools used by the Fire Division emergency rescue personnel to assist in the extrication of victims involved in vehicle accidents and from confined spaces have reached the end of the manufacturers recommended lifespan. These tools help save lives and ensure the safety of the Fire Division staff while performing their duties. There is an increased risk that the tools will fail once they have surpassed the manufacturer's recommended lifespan. This puts both Fire Division personnel and the public at risk, therefore Administration recommends that they be replaced in 2022 at a cost of \$175,000.

# CAPITAL FUND – 2022 Capital Projects

**Department** PS Public Safety  
**Project** FD0017 Fire Hall Equipment

**Division** Fire & Ambulance

## Operational Impact

There is no anticipated impact on the O&M Budget for the Knox Box system. There will be a cost of \$5,000 per year (2022, 2023, 2024) to the O&M Budget to service and maintain the hydraulic tools.



# CAPITAL FUND – 2022 Capital Projects

**Department** PS Public Safety  
**Project** FD0015 Fire Hall Renovation and Expansion

**Division** Fire & Ambulance

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>295,000</b>	<b>3,265,000</b>	
<b>Funding</b>			
Formula Funding	295,000	2,323,250	
Community Public Infrastructure Funding		941,750	
<i>Total Funding</i>	<b>295,000</b>	<b>3,265,000</b>	

## Description

### Purpose

To expand the existing Fire Hall to accommodate the staffing and equipment required to meet the emergency and fire service needs of the population of the city of Yellowknife.

### Background

On February 8, 2021, Council approved Option 1A (renovation/expansion of the Fire Hall) from the 2020 Fire Hall Study, as the most feasible for addressing requirements to improve the facility’s condition and its building functions. Council also directed that Administration bring forward a capital request to implement a Fire Hall renovation/expansion project as part of Budget 2022.

This option was determined to be the most fiscally responsible approach for addressing the facility’s needs and supporting the Fire Division in maintaining an acceptable level of community fire protection.

According to the 2020 Fire Hall Study, the Class D cost estimate to renovate and expand the existing facility, considering adopted NFPA Standards, is \$3,200,000. This includes essential components such as a fire training building and a backup generator to ensure back up power to the facility.

In 2022, the City will conduct a competitive Request for Proposals opportunity for the detailed design of the expansion, which will also refine the construction requirements, timeline and costs for the construction phase of the project. Based on best practices, the cost of this design work is estimated to be 15% of the Class D estimate, or \$480,000. Budget 2021 included a conditional allocation of \$185,000 for Fire Hall Renovations, which Council directed be brought forward for the expansion, so a further allocation of \$295,000 will be required to complete this Design work in 2022.

Construction is expected to begin in 2023, at a cost of \$3,265,000, which includes a 20% adjustment for COVID-19 related inflation.

# CAPITAL FUND – 2022 Capital Projects

**Department** PS Public Safety  
**Project** FD0015 Fire Hall Renovation and Expansion

**Division** Fire & Ambulance

## Operational Impact

It is anticipated that the project will be completed in 2023 with the full impact of the operational costs to be in effect in 2024. The 2022 Design work will include options to increase the Fire Hall's energy efficiency, thus reducing increases to operation and maintenance costs.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Fleet Management

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>			
<i>Total Expenditures</i>	1,277,895	1,133,523	1,735,203
	<b>1,277,895</b>	<b>1,133,523</b>	<b>1,735,203</b>
<b>Funding</b>			
Reserves	1,277,895	1,133,523	1,735,203
<i>Total Funding</i>	<b>1,277,895</b>	<b>1,133,523</b>	<b>1,735,203</b>

## Description

### Purpose

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

## Background

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

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

### Summary of Units:

#### Small Equipment – 33 units

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

# CAPITAL FUND – 2022 Capital Projects

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

**Division** Fleet Management

## Light-duty Trucks – 38 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 12 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.

## 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 firefighting 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.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Fleet Management

## Seasonal Vehicles – 23 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 – 26 Units

The City's fleet mechanics also maintain and service 26 stationary engines. These include standby generators for City water and sewer supply and City facilities (City Hall, Fire 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, one is over 20 years old, seven are over ten years old, and 13 are under ten 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 will suffer due to prolonged breakdowns or repairs, which will have a direct impact on residents, vehicular traffic, emergency vehicle routes and the City's transit system.

## Operational Impact

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

# CAPITAL FUND – 2022 Capital Projects

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

**Division** Information Technology

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>310,000</b>	<b>430,000</b>	<b>390,000</b>
<b>Funding</b>			
Reserves	310,000	430,000	390,000
<i>Total Funding</i>	<b>310,000</b>	<b>430,000</b>	<b>390,000</b>

## 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 radios, 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 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.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Information Technology

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, documents, 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. In recent years, 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 across the organization.

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 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.

# CAPITAL FUND – 2022 Capital Projects

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

**Division** Information Technology

## *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 three 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*

A portion of this allocation will be used to renew and augment client facing hardware components in accordance with the City’s Information Technology Evergreen Strategy. This includes widely deployed elements like workstations, laptops, tablets, cell phones, and desk sets, as well as more special- purpose equipment like emergency voice radios, 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.

## *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.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Information Technology

*Printers and Multifunction Devices*

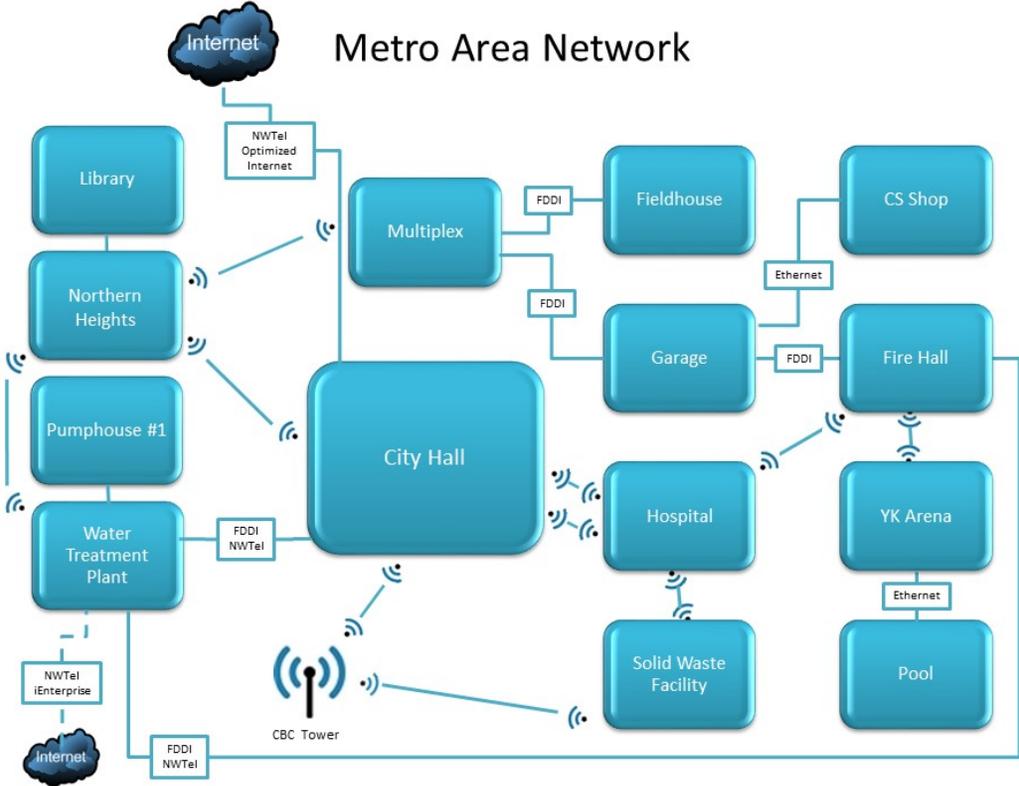
Many printing and copying tasks are time sensitive, and must be done within legislated timeframes. If the printer and multifunction device fleet is not properly maintained, outages will affect the organization’s ability to deliver services.

*Client Hardware*

Staff all across the organization rely on technology to complete their work and deliver programs and services. Appropriately maintained client facing hardware minimizes downtime and enables effective services for both staff and stakeholders. Planned and scheduled replacements further minimize operational impact by reducing troubleshooting and support efforts.

**Gallery**

Gallery 1 - Metro Area Network



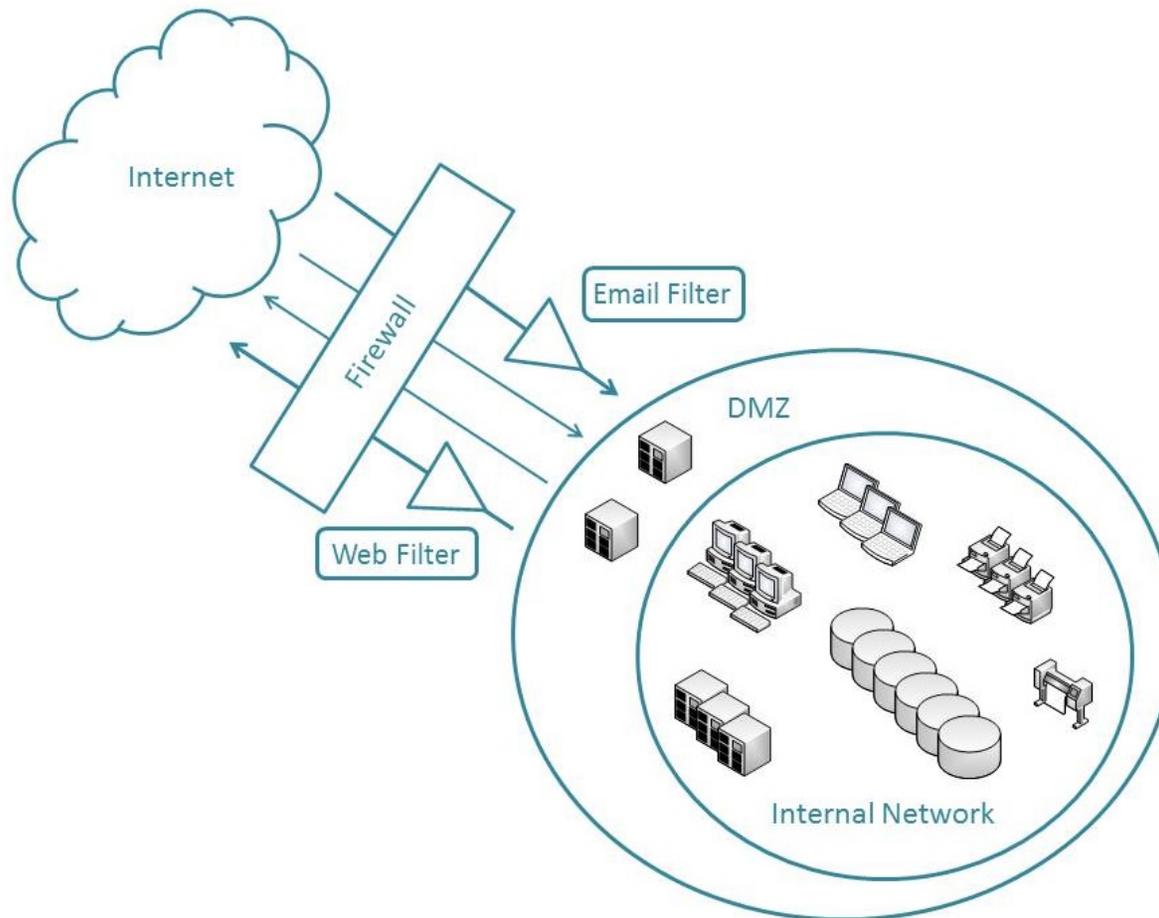
# CAPITAL FUND – 2022 Capital Projects

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

**Division** Information Technology

## Gallery

Gallery 2 - Network Protection



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

<b>Budget</b>			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	125,000		
<i>Total Expenditures</i>	<b>125,000</b>		
<b>Funding</b>			
User Fees	125,000		
<i>Total Funding</i>	<b>125,000</b>		

## Description

### Purpose

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

### Background

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

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

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

This is a multi-year project which saw the engineering work done in 2019, final design in 2020, and permitting in 2021 and will conclude in 2022 with the rebuilding of the dykes.

### 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.

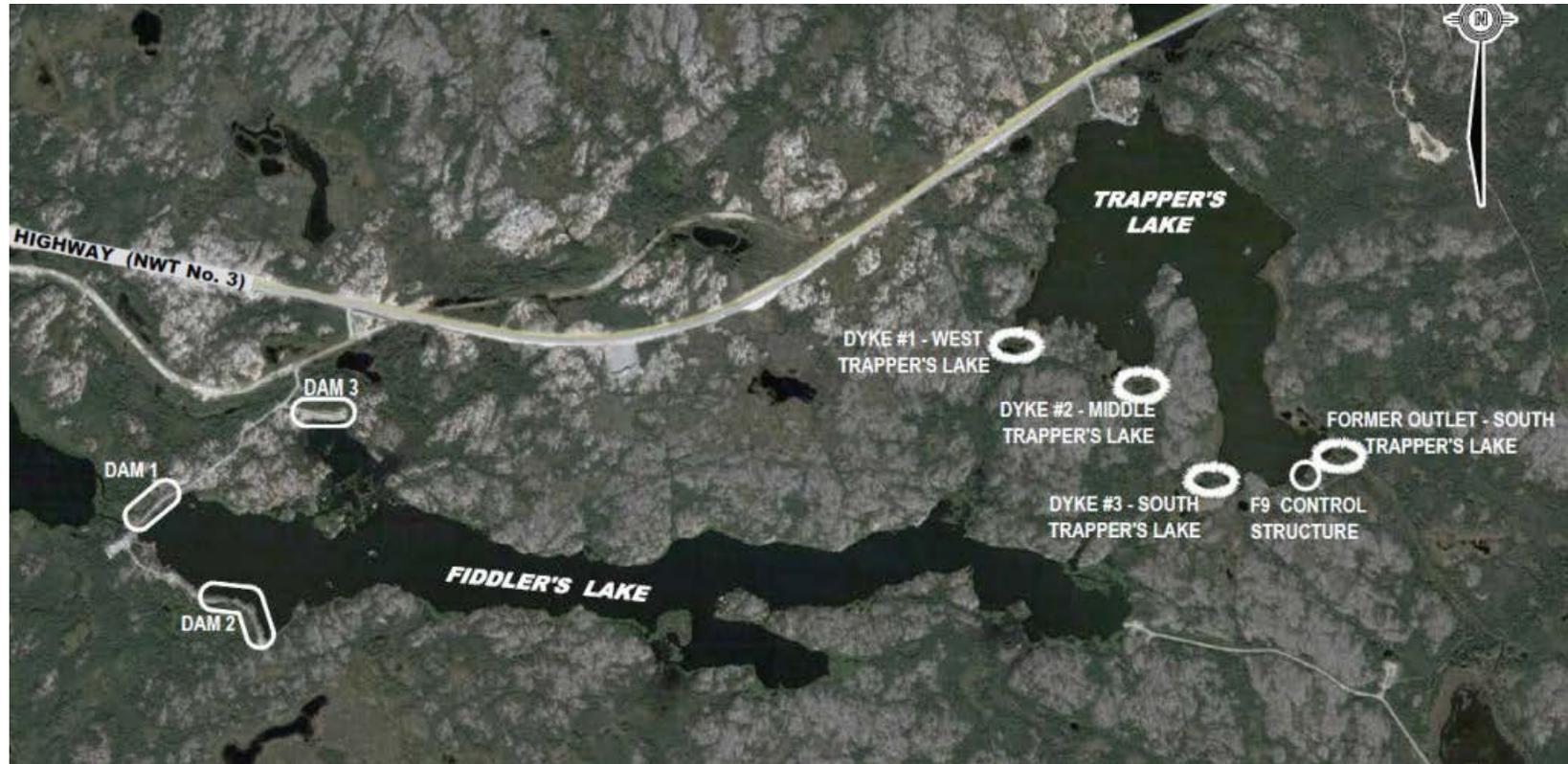
# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

## Gallery

Gallery 1: Trapper's Lake Control Structure



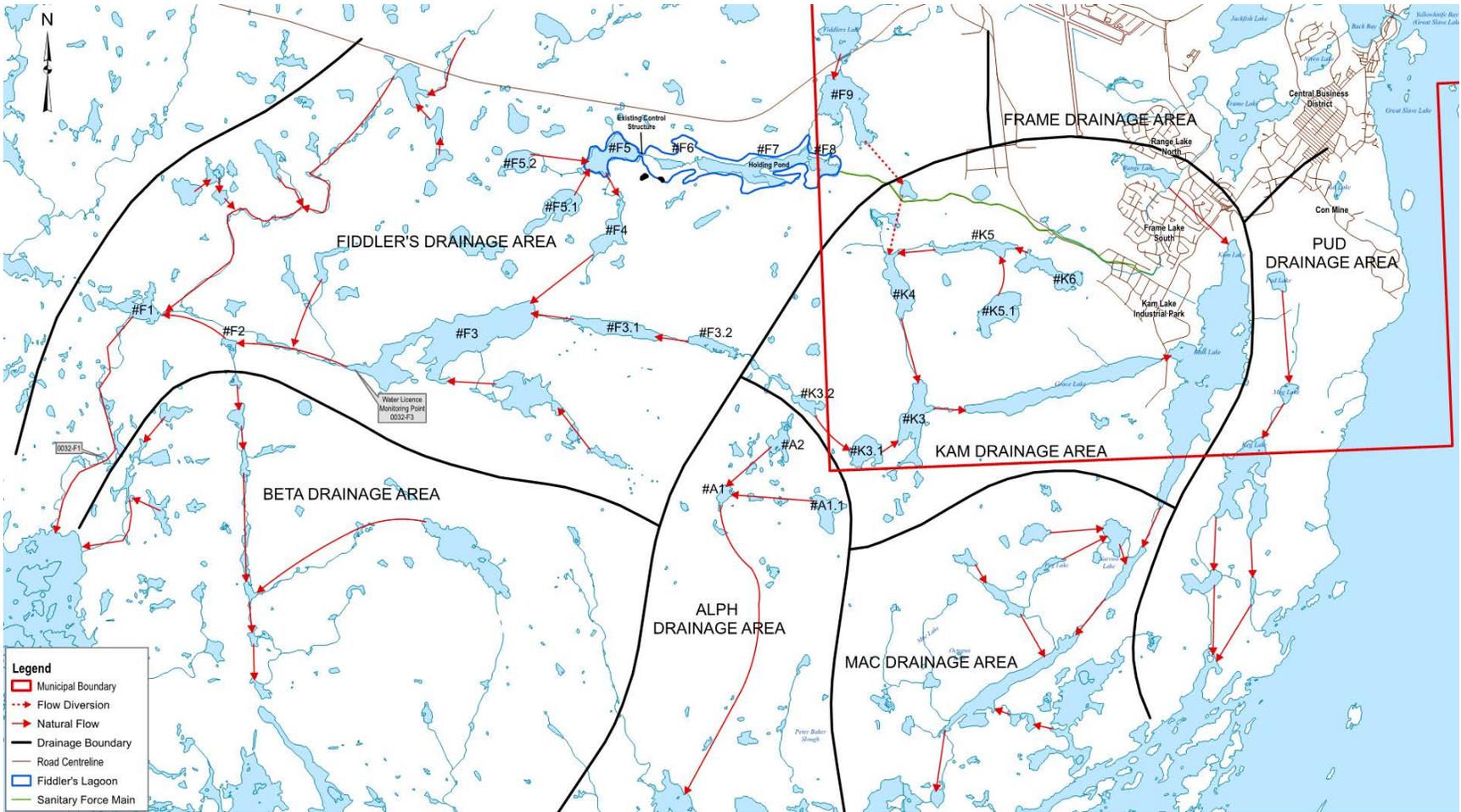
# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

## Gallery

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





# CAPITAL FUND – 2022 Capital Projects

**Department** PW Public Works & Engineering  
**Project** 94006575 Lagoon Sludge Removal

**Division** Water & Sewer

The anticipated timeline for this project is as follows:

- 2018 - Sludge Survey Completed
- 2019 - Sludge Removal Method Determined with Class D Cost Estimate
- 2021 - Engineering Design for Laydown Area of Geotubes
- 2022 - Construction of Laydown Area, Upgrading of Lagoon Access Road, and Finalization of Desludging Operations
- 2023 - First Year of Sludge Removal
- 2024 - Second Year of Sludge Removal

**NOTE:**  
Class A (more defined) estimates will be available once the finalization of the desludging operations is complete. The current figures noted for 2023 and 2024 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.

# CAPITAL FUND – 2022 Capital Projects

**Department** PW Public Works & Engineering  
**Project** 94006575 Lagoon Sludge Removal

**Division** Water & Sewer

## Gallery

Gallery 1: Fiddler's Lake Sewage Lagoon Sludge Depths

### FIDDLERS LAAGOON SLUDGE FINDINGS



Figure 2 Fiddlers Lagoon sludge thicknesses (m)



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Directorate

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	3,350,000	935,000	2,300,000
<b>Funding</b>			
Land Fund	3,350,000	935,000	2,300,000
<b>Total Funding</b>	<b>3,350,000</b>	<b>935,000</b>	<b>2,300,000</b>

## Description

**Purpose**

To continue the City's strategic land acquisition, which supports development to meet current and future needs.

**Background**

- Development and subdivision plans for the next three years include (not in order of priority):
- a) a new subdivision plan for residential development in the remaining Niven Phase V area, infill lots in Old Town and Downtown areas - 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;
  - c) Frame Lake West development of subdivision for commercial lands (potential);
  - d) Encouraging new commercial development along Old Airport Road including consideration for municipal servicing;
  - e) Kam Lake South Area Development Plan; and
  - f) New residential subdivision location, context options (potential)
- Includes Surveying for Commissioners Lands and some development in Enterprise 2.0 - lands to be resold

2022-2024 will focus on completing Land Fund projects to include. There are currently residential lots in Niven, Grace Lake South, Old Town, the Downtown and Central Residential areas available for purchase and development. Commercial use is to be encouraged in the Downtown and Old Airport Road areas while industrial uses are to be promoted within the Kam Lake and Engle Business District areas.

The development of Area Development Plans for the listed areas will provide lands for development over the planning period. Planning staff will review development needs, population growth and employment statistics in guiding the prioritization of the Area Development Plans.

**Operational Impact**

There will be no operational impact.

# CAPITAL FUND – 2022 Capital Projects

**Department** PD Planning & Development  
**Project** PD0004 Land Surveying (Commissioners)  
**Division** Directorate

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>600,000</b>	<b>65,000</b>	<b>100,000</b>
<b>Funding</b>			
Formula Funding	600,000	65,000	100,000
<b>Total Funding</b>	<b>600,000</b>	<b>65,000</b>	<b>100,000</b>

## Description

### Purpose

To survey Commissioner's Land obtained for municipal purposes. Lands include municipal roads, water disposal facility and other similar lands.

### Background

The majority (74.8%) of land within the City's municipal boundary is Commissioner's Land and is owned by the Government of the Northwest Territories (GNWT). Currently, the City owns approximately 11.3% of land within the municipal boundary. Land Title is also held by the Territorial Government, Federal Government, and private ownership.

Historically, the City has sought to acquire land from the GNWT when there was a need for land development, municipal infrastructure or a public request. This "as-and-when" approach to land acquisition takes significant time and staff resources to traverse the multiple steps of the land transfer process. The bulk transfer of available Commissioner's Lands is expected to expedite the process necessary for the City to obtain ownership and support strategic land use planning, development and municipal infrastructure going forwards. The GNWT has indicated support for the transfer of the lands to the City. The total area of the proposed lands to be acquired is approximately 4,600 hectares or 59% of the Commissioner's Land within the current municipal boundary. As the City discusses the bulk land transfer application and the ongoing boundary expansion with the GNWT Department of Lands and the Yellowknives Dene First Nation (YKDFN), the final quantity might change.

Acquisition of GNWT Lands has been of significant interest to Council for a number of years due to the continued decrease in City-owned land available for development. A formal letter was provided to the GNWT requesting that the application and process be expedited. The City and the GNWT have made significant process on the agreed to process steps, and are nearing the formalization of a Memorandum of Understanding to solidify these actions. The transfer of all available Commissioner's Lands was a political topic during the 2019 Territorial Election and the legislature put in place a mandate to transfer these lands to the City. Engagement with the GNWT Department of Lands and the YKDFN regarding the bulk land transfer of all available Commissioner's Lands within the municipal boundary to the City of Yellowknife is ongoing.



# CAPITAL FUND – 2022 Capital Projects

**Department** PD Planning & Development  
**Project** PD0004 Land Surveying (Commissioners)

**Division** Directorate

### Operational Impact

Additional staff resource is required with an estimated annual cost of about \$120,000.

# CAPITAL FUND – 2022 Capital Projects

**Department** CS Community Services **Division** Parks & Trails  
**Project** 53116570 Park Equipment Replacement

## Budget

	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>135,000</b>	<b>250,000</b>	<b>170,000</b>
<b>Funding</b>			
Formula Funding		10,000	10,000
Other Grants	80,000	80,000	80,000
Community Public Infrastructure Funding	55,000	160,000	80,000
<i>Total Funding</i>	<b>135,000</b>	<b>250,000</b>	<b>170,000</b>

## Description

### Purpose

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 of Yellowknife replaces older playgrounds in a rotational manner so that the playgrounds are kept up in a safe and aesthetically pleasing manner. Playgrounds are replaced with amenities that are modern and safe, and reflect the needs of the area that they are installed in.

In 2022, the Jeske Crescent Park multi-sport court will be replaced with a multi-purpose asphalt pad and the Magrum Park playground will be upgraded. 2023 will see updates to the Latham Island Park sport court and Forrest Drive Park playground, and in 2024 the sport courts at the School Draw Park and St. Joe's Park will be upgraded and exercise equipment will be added to Hall Crescent Park.

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

### Operational Impact

There will be little O&M impact during the term of this Budget, as this is essentially a refurbishment and replacement project for existing equipment.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Roads & Sidewalks

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>			
Paving Program	3,750,000	3,955,000	3,500,000
Patching Program	325,173	329,563	338,494
<i>Total Expenditures</i>	<b>4,075,173</b>	<b>4,284,563</b>	<b>3,838,494</b>
<b>Funding</b>			
Formula Funding		777,063	338,494
Gas Tax Rebate			3,500,000
Other Grants	2,812,500	2,966,250	
Community Public Infrastructure Funding	1,215,173	541,250	
Land Fund	47,500		
<i>Total Funding</i>	<b>4,075,173</b>	<b>4,284,563</b>	<b>3,838,494</b>

## 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.

# CAPITAL FUND – 2022 Capital Projects

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

**Division** Roads & Sidewalks

Considerations when determining areas of reconstruction include:

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

Gallery 1 lists the 2022 to 2024 planned paving program. Gallery 2 shows the 2022 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.

## Gallery

Gallery 1: 2022 - 2024 Paving Program

Year	Street
2022	45 Street (49 Ave. to Franklin Ave.)
	McDonald Drive
	50 Street (Franklin Ave. to 52 Ave.)
	Hall Crescent (Phase 3 & 4)
	<i>Hagel Drive (Lemay Drive to end of developed area) - Land Fund Project</i>
2023	51 Street (49 Ave. to 51 Ave.)
	Wiley Road (Causeway to Hank Koenen Park)
	Franklin Avenue (Bretzlaff Drive to Weaver Drive)
	54 Street (50A Ave. to 52 Ave.)
2024	54 Street (52 Ave. to end)
	Curry Drive (all)
	52 Street (Franklin Ave. to 51 Ave.)
	55 Street (51 Ave. to Con Road)



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Roads & Sidewalks

## Gallery

Gallery 2: 2022 Water, Sewer & Paving Projects



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	150,000		
<i>Total Expenditures</i>	<b>150,000</b>		
<b>Funding</b>			
User Fees	150,000		
<i>Total Funding</i>	<b>150,000</b>		

## 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 Pumhouse #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 Pumhouse 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 for providing 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.

To improve traffic circulation given the conflicting uses in the area, on-site parking stalls will be created to accommodate the tennis court use and the RV sewage dumping and water fill station will be relocated to Kam Lake Road.



# CAPITAL FUND – 2022 Capital Projects

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

**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 – 2022 Capital Projects

**Department** CS Community Services **Division** Programs  
**Project** PG0002 RIMP Building Structural Assessment

## Budget

	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	<b>75,000</b>		
<b>Funding</b>			
Formula Funding	75,000		
<b>Total Funding</b>	<b>75,000</b>		

## Description

### Purpose

To complete an Engineered Assessment of the Ruth Inch Memorial Pool (RIMP) building structure and identify future uses of the Pool building, if the new Aquatic Centre proceeds.

### Background

The RIMP opened its doors to the public in the fall of 1988 and continues to be popular among residents and visitors alike. The proposed project will examine the exterior walls of the building as well as the roof, windows, and heating and ventilation systems.

A facility life cycle analysis conducted by Williams Engineering in July 2010 identified many issues that needed to be addressed to ensure the building will meet or exceed its life expectancy. Since the time of the initial report, several of the identified items have been addressed such as replacement of the Air Handling Unit, replacement of exterior glazing, and upgrading of insulation in the exterior walls of the office space. In 2019 rain clad siding was added to the exterior walls.

With a new Aquatic Centre planned to open in 2024, the City of Yellowknife is seeking a new use for this structure so that it may continue to serve the residents of Yellowknife.

### Operational Impact

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



# CAPITAL FUND – 2022 Capital Projects

**Department** CS Community Services  
**Project** FC0011 Rotary Range Lake Trail

**Division** Parks & Trails

<b>Budget</b>			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	210,000		
<b>Funding</b>			
Community Public Infrastructure Funding	210,000		
<i>Total Funding</i>	210,000		

## Description

**Purpose**

The purpose of this project is to improve the Range Lake trail so that travel is easier for a larger range of the population. The trail is currently fairly narrow and there are areas that are difficult to navigate. This project will make the route easier to navigate and provide rest stations along the route so that individuals who need them can also access this trail.

**Background**

This trail is an important link from Parker Park to St. Joe's and is an important part of the overall trail system linking Parker Park to the nearby Frame Lake Trail. Users enjoy the natural setting and the ability to access nature within the City. The trail is currently quite rugged in many areas and travel over it is limited to individuals who require no rest areas and are fairly sure-footed.

The proposed upgrades will make the trail more usable by a larger portion of the population. The trail will be more evenly graded, wider, and have rest points, trail markers and lookouts added along the route. The trail will not be fully accessible but will be much more user-friendly and available to a much larger portion of the population, which is in line with the Accessibility Audit objectives.

The City and the Rotary Club will be partnering on this project, as has been done in the past with other trail development. The City will purchase the materials and supply the equipment where necessary, and the Rotary Club will provide the labour to carry out the work.

**Operational Impact**

Trail checks already occur for this trail so O&M impact will be upkeep and not everyday staffing.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

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 recommended.

### 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.

### Gallery

*Gallery 1: Sewage Force Main Repair*





# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

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 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. 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.

## Gallery

Gallery 1: Submarine Line Replacement Timeline

	Budget	Tentative Project Schedule
2020	\$1,000,000	
2021	\$1,000,000	Preliminary Engineering & Regulatory Work Water Line Design for Water Licence Renewal
2022	\$1,000,000	Detailed Design (Water Line, Pump House Upgrades) Permitting
2023	\$1,000,000	Design Finalization (Water Line, Pump House Upgrades) Project Staging and Preparation
2024	\$9,000,000	Construction (Winter of 2024/2025)
2025	\$20,982,958	
2026	\$500,000	Post Construction Activities

\$33,482,958

# CAPITAL FUND – 2022 Capital Projects

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

Budget			
	2022	2023	2024
	\$	\$	\$
<b>Expenditures</b>	70,000	70,000	70,000
<i>Total Expenditures</i>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>
<b>Funding</b>			
Formula Funding		70,000	70,000
Community Public Infrastructure Funding	70,000		
<i>Total Funding</i>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>

## 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 19 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 an 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.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Roads & Sidewalks

This project has been ongoing since 2013 in order to improve vehicle detection at intersections with traffic lights. To date, video detection equipment has been installed at 14 intersections and countdown timers at eight 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 will otherwise require a staff person counting vehicles, to be used for timing and coordination patterns.



# CAPITAL FUND – 2022 Capital Projects

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

**Division** Water & Sewer

- 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.

### Gallery

*Gallery 1: 2022 to 2024 Water & Sewer Projects*

Year	Street
2022	Hordal Road (Phase 2)
	Hordal Road (Phase 1) - Paving
2023	Johnson Crescent
	Hordal Road (Phase 2) - Paving
2024	49A Avenue (Niven Drive to 42 Street)
	Johnson Crescent - Paving

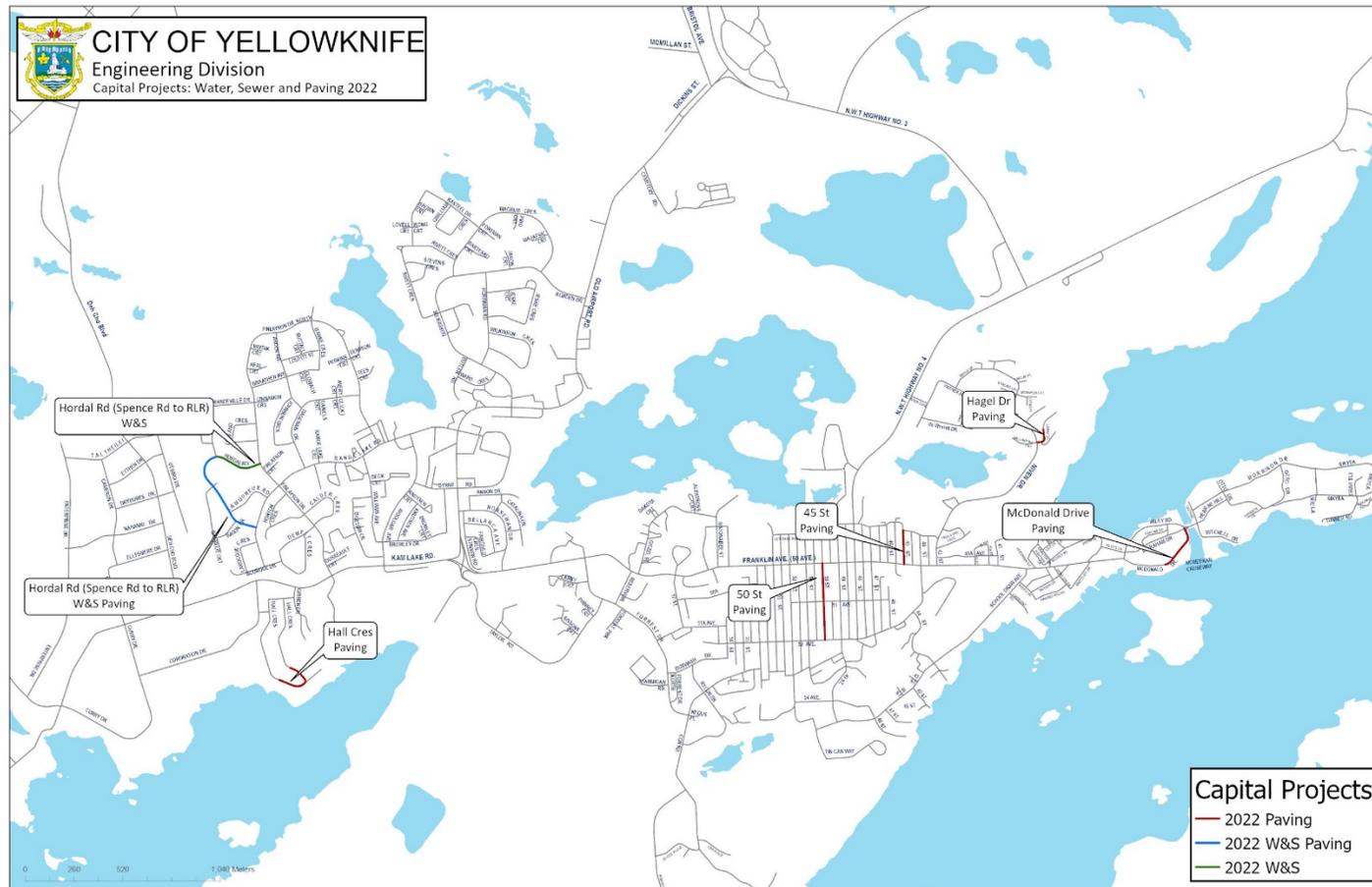
# CAPITAL FUND – 2022 Capital Projects

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

Division Water & Sewer

## Gallery

Gallery 2: 2022 Water, Sewer & Paving Projects



# 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 (\$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	595	(595)	-	-	-	-	-	-	-	-
Aquatic Centre	43,057	(22,314)	(15,861)	-	(4,132)	-	-	(750)	-	-
Asset Management	340	(340)	-	-	-	-	-	-	-	-
Community Energy Plan Projects	145	(145)	-	-	-	-	-	-	-	-
Fire Hall Equipment	111	(111)	-	-	-	-	-	-	-	-
Fire Hall Renovation and Expansion	3,265	(2,323)	-	-	(942)	-	-	-	-	-
Fleet Management	1,134	-	-	-	-	-	(1,134)	-	-	-
High Water Level Study	50	(50)	-	-	-	-	-	-	-	-
Information Technology Infrastructure Renewal	430	-	-	-	-	(430)	-	-	-	-
Lagoon Sludge Removal	2,800	-	-	(2,100)	(700)	-	-	-	-	-
Land Fund Capital Projects	935	-	-	-	-	-	-	-	-	(935)
Land Surveying (Commissioners)	65	(65)	-	-	-	-	-	-	-	-
New Landfill/ Landfill Expansion	4,500	-	-	(3,375)	(1,125)	-	-	-	-	-
Park Equipment Replacement	250	(10)	-	(80)	(160)	-	-	-	-	-
Paving Program	4,285	(777)	-	(2,966)	(542)	-	-	-	-	-
Submarine Water Supply Line Replacement	1,000	-	-	(750)	(250)	-	-	-	-	-
Surfacing Niven Lake Trail	350	-	(350)	-	-	-	-	-	-	-
Traffic Light Upgrades	70	(70)	-	-	-	-	-	-	-	-
Water & Sewer Infrastructure Replacement	4,050	-	(3,260)	(593)	-	-	-	-	(197)	-
<b>Total Capital Projects</b>	<b>67,432</b>	<b>(26,800)</b>	<b>(19,471)</b>	<b>(9,864)</b>	<b>(7,851)</b>	<b>(430)</b>	<b>(1,134)</b>	<b>(750)</b>	<b>(197)</b>	<b>(935)</b>

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## CAPITAL FUND – 2024 Capital Projects

Capital Projects	2024 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)	Debt Financing (\$000's)
Accessibility Implementation	550	(550)	-	-	-	-	-	-	-	-
Aquatic Centre	3,588	-	-	-	(3,588)	-	-	-	-	-
Asset Management	430	(430)	-	-	-	-	-	-	-	-
Community Energy Plan Projects	150	(150)	-	-	-	-	-	-	-	-
Dock Replacement	50	(50)	-	-	-	-	-	-	-	-
Fire Hall Equipment	58	(58)	-	-	-	-	-	-	-	-
Fleet Management	1,735	-	-	-	-	-	(1,735)	-	-	-
High Water Level Study	250	(250)	-	-	-	-	-	-	-	-
Information Technology Infrastructure Renewal	390	-	-	-	-	(390)	-	-	-	-
Lagoon Sludge Removal	2,800	-	-	(1,463)	-	-	-	(1,338)	-	-
Land Fund Capital Projects	2,300	-	-	-	-	-	-	-	(2,300)	-
Land Surveying (Commissioners)	100	(100)	-	-	-	-	-	-	-	-
Park Equipment Replacement	170	(10)	-	(80)	(80)	-	-	-	-	-
Paving Program	3,838	(338)	(3,500)	-	-	-	-	-	-	-
Site Restoration/ Landfill Closure	75	(75)	-	-	-	-	-	-	-	-
Submarine Water Supply Line Replacement	9,000	-	-	(6,750)	-	-	-	-	-	(2,250)
Surfacing Niven Lake Trail	350	(350)	-	-	-	-	-	-	-	-
Traffic Light Upgrades	70	(70)	-	-	-	-	-	-	-	-
Water & Sewer Infrastructure Replacement	2,800	-	(2,217)	-	(50)	-	-	(533)	-	-
<b>Total Capital Projects</b>	<b>28,704</b>	<b>(2,431)</b>	<b>(5,717)</b>	<b>(8,293)</b>	<b>(3,718)</b>	<b>(390)</b>	<b>(1,735)</b>	<b>(1,871)</b>	<b>(2,300)</b>	<b>(2,250)</b>

# CAPITAL FUND – 2024 Capital Projects

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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	2020 Actuals (000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (000's)	2023 Budget (000's)	2024 Budget (000's)	Note
<b>Downtown Development Reserve</b>							
Opening Balance	894	844	894	877	910	943	
(To) General Fund	(113)	(150)	(150)	(100)	(100)	(100)	(1)
From General Fund	100	113	113	113	113	113	(2)
From Land Fund	13	20	20	20	20	20	
<b>Closing Balance</b>	<b>894</b>	<b>827</b>	<b>877</b>	<b>910</b>	<b>943</b>	<b>976</b>	
<b>Information Technology Reserve</b>							
Opening Balance	1,659	1,287	1,803	1,541	1,731	1,801	
(To) Capital Fund	(556)	(627)	(912)	(310)	(430)	(390)	
From Capital Fund	700	650	650	500	500	500	
<b>Closing Balance</b>	<b>1,803</b>	<b>1,310</b>	<b>1,541</b>	<b>1,731</b>	<b>1,801</b>	<b>1,911</b>	
<b>Mobile Equipment Replacement Reserve</b>							
Opening Balance	2,106	1,292	2,260	1,397	1,619	2,208	
(To) Capital Fund	(1,276)	(1,353)	(2,333)	(1,278)	(1,134)	(1,735)	
From Capital Fund	1,430	1,470	1,470	1,500	1,723	1,683	
<b>Closing Balance</b>	<b>2,260</b>	<b>1,409</b>	<b>1,397</b>	<b>1,619</b>	<b>2,208</b>	<b>2,156</b>	
<b>Major Community Facility Reserve</b>							
Opening Balance	3,156	3,220	3,181	3,268	3,329	2,665	
(To) Capital Fund	-	-	-	-	(751)	-	(3)
From General Fund	25	87	87	61	87	87	
<b>Closing Balance</b>	<b>3,181</b>	<b>3,307</b>	<b>3,268</b>	<b>3,329</b>	<b>2,665</b>	<b>2,752</b>	

# RESERVE FUND

Reserve Fund	2020 Actuals (000's)	2021 Budget (\$000's)	2021 Forecast (\$000's)	2022 Budget (000's)	2023 Budget (000's)	2024 Budget (000's)	Note
<b>Heritage Reserve</b>							
Opening Balance	186	84	113	138	138	138	
From General Fund	17	-	25	-	-	-	
(To) Capital Fund	(90)	-	-	-	-	-	
<b>Closing Balance</b>	<b>113</b>	<b>84</b>	<b>138</b>	<b>138</b>	<b>138</b>	<b>138</b>	
<b>Samuel Colley Library Donation Reserve</b>							
Opening Balance	425	427	427	429	429	429	
From General Fund	2	-	2	-	-	-	
<b>Closing Balance</b>	<b>427</b>	<b>427</b>	<b>429</b>	<b>429</b>	<b>429</b>	<b>429</b>	
<b>Revitalization Initiative Reserve</b>							
Opening Balance	2,416	2,416	2,416	2,416	2,416	2,416	
<b>Closing Balance</b>	<b>2,416</b>	<b>2,416</b>	<b>2,416</b>	<b>2,416</b>	<b>2,416</b>	<b>2,416</b>	
<b>Community Grant Reserve</b>							
Opening Balance	5	105	66	75	75	75	
From General Fund	61	-	9	-	-	-	
<b>Closing Balance</b>	<b>66</b>	<b>105</b>	<b>75</b>	<b>75</b>	<b>75</b>	<b>75</b>	
<b>Total Reserves</b>	<b>11,160</b>	<b>9,885</b>	<b>10,141</b>	<b>10,647</b>	<b>10,675</b>	<b>10,853</b>	
<b>Reserve Opening Balance</b>	<b>10,847</b>	<b>9,675</b>	<b>11,160</b>	<b>10,141</b>	<b>10,647</b>	<b>10,675</b>	
Total Transfers	313	210	(1,019)	506	28	178	
<b>Reserve Closing Balance</b>	<b>11,160</b>	<b>9,885</b>	<b>10,141</b>	<b>10,647</b>	<b>10,675</b>	<b>10,853</b>	

**Note:**

- (1) To fund the Homelessness Employment Program in 2022, 2023, and 2024.
- (2) 25% of parking meter revenue is transferred to the Downtown Development Reserve.
- (3) To fund the Aquatic Centre.



## LONG-TERM DEBT

	2020 Actual (\$000)	2021 Budget (\$000)	2021 Forecast (\$000)	2022 Budget (\$000)	2023 Budget (\$000)	2024 Budget (\$000)
<b><u>Outstanding Long-term Debt</u></b>						
Opening Balance	15,321	13,662	13,664	<b>11,953</b>	19,979	17,706
Capital Fund Debt Issued	-	-	-	<b>10,001</b>	-	4,000
Capital Fund Debt Repaid	(1,657)	(1,711)	(1,711)	<b>(1,976)</b>	(2,273)	(2,380)
Closing Balance	13,664	11,951	11,953	<b>19,977</b>	17,706	19,326
<b>Comprised of</b>						
General Capital	13,664	11,951	11,953	<b>19,979</b>	17,706	19,326
	13,664	11,951	11,953	<b>19,979</b>	17,706	19,326

# LONG-TERM DEBT

	2020 Actual (\$000)	2021 Budget (\$000)	2021 Forecast (\$000)	2022 Budget (\$000)	2023 Budget (\$000)	2024 Budget (\$000)
<b><u>General Capital</u></b>						
Water Treatment Plant \$20M authorized by By-law No. 4681 to finance the Water Treatment Plant, with monthly payment of \$139,060.93, including principal and interest at 3.098%	11,154	9,812	9,812	<b>8,428</b>	7,000	5,527
Water Treatment Plant \$3M authorized by By-law No. 4737 to finance the Water Treatment Plant, with monthly payment of \$21,754.22, including principal and interest at 3.708%	1,740	1,540	1,540	<b>1,333</b>	1,118	895
Water Treatment Plant \$839,000 authorized by By-law No. 4737 to finance the Water Treatment Plant, with monthly payment of \$6,198.00, including principal and interest at 3.981%	491	433	435	<b>377</b>	317	254
TD Debenture authorized by By-law No. 4729 to re-finance completion of phase one of the Multiplex, with monthly payments of \$9,944.17 including principal and interest at 2.775%, expiring May 2023.	279	166	166	<b>50</b>	-	-
Aquatic Centre \$10M for 15 years	-	-	-	<b>9,790</b>	9,270	8,731
Submarine Water Supply Line \$4M for 15 years	-	-	-	-	-	3,918
	13,664	11,951	11,953	<b>19,979</b>	17,706	19,326



# LONG-TERM DEBT

**Principal Payments and Interest Expenditures**

		2020 Actual (\$000)	2021 Budget (\$000)	2021 Forecast (\$000)	2022 Budget (\$000)	2023 Budget (\$000)	2024 Budget (\$000)	2025 Estimated (\$000)	2026 Estimated (\$000)	2027 & Thereafter Projected (\$000)	Total From 2022 Onwards (\$000)
<b>General</b>											
Debtenture#239 Refinancing	Principal	110	113	113	<b>116</b>	50	-	-	-	-	166
	Interest	9	6	6	<b>3</b>	-	-	-	-	-	3
		119	119	119	<b>119</b>	50	-	-	-	-	169
Water Treatment Plant \$20M	Principal	1,301	1,342	1,342	<b>1,384</b>	1,428	1,473	1,519	1,567	2,443	9,814
	Interest	365	324	324	<b>282</b>	238	193	147	99	56	1,015
		1,666	1,666	1,666	<b>1,666</b>	1,666	1,666	1,666	1,666	2,499	10,828
Water Treatment Plant \$3M	Principal	193	200	200	<b>207</b>	215	223	232	241	421	1,539
	Interest	68	61	61	<b>53</b>	46	37	29	20	13	198
		261	261	261	<b>260</b>	261	260	261	261	434	1,737
Water Treatment Plant \$0.839M	Principal	53	56	56	<b>58</b>	60	63	65	68	120	434
	Interest	21	18	18	<b>16</b>	14	11	9	6	4	60
		74	74	74	<b>74</b>	74	74	74	74	124	494
Aquatic Centre \$10M	Principal	-	-	-	<b>211</b>	520	539	559	579	7,593	10,001
	Interest	-	-	-	<b>149</b>	344	325	305	285	1,549	2,957
		-	-	-	<b>360</b>	864	864	864	864	9,142	12,958
Submarine Water Supply Line \$4M	Principal	-	-	-	-	-	82	202	210	3,506	4,000
	Interest	-	-	-	-	-	66	153	145	962	1,326
		-	-	-	-	-	148	355	355	4,468	5,326
<b>Total</b>											
	Principal	1,657	1,711	1,711	<b>1,976</b>	2,273	2,380	2,577	2,665	14,083	25,953
	Interest	463	409	409	<b>503</b>	642	632	643	555	2,584	5,559
		2,120	2,120	2,120	<b>2,479</b>	2,915	3,012	3,220	3,220	16,667	31,512

# 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)
2020	145,108	43,177	101,931	18,139	12,635	5,504
2021	156,346	35,025	121,321	19,543	8,920	10,623
2022	147,440	45,657	101,783	18,430	11,847	6,583
2023	152,146	49,073	103,073	19,018	15,309	3,709
2024	149,894	49,572	100,322	18,737	12,189	6,548

**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 \$10 million for Aquatic Centre in 2022 and \$4 million for Submarine Water Supply Line in 2024.
- (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 2022 to 2024 are projections only and are based on the assumption that the uncompleted capital contracts will be \$4.7 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.



# TEN-YEAR CAPITAL PLAN

## 10-YEAR CAPITAL PLAN (2022-2031)

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 2022, 2023 and 2024 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document. 2025 – 2031 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 new 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.

# TEN-YEAR CAPITAL PLAN

There are three primary grant sources used for capital funding:

Funding	Source	Description
Formula Funding	GNWT	The GNWT uses the City's population, property assessment values, and inflation rate to calculate its community points. These points are compared to those of all other Northwest Territories communities to distribute the available funding. The 10-Year Financial Plan is based on the City receiving \$7.8 million in Formula Funding in each year of the 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 \$5.7 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 \$3.7 million annually for the next ten years.



# TEN-YEAR CAPITAL PLAN

## INFRASTRUCTURE INVESTMENT

The City plans to invest \$274.1 million over the next ten years to sustain the infrastructure it depends on to deliver services and programs. This will help ensure that the City can safely and sustainably provide core services to protect the health and safety of its citizens, as well as the recreational opportunities that residents

have come to value. This investment will also create a projected capital reserve – expected to total approximately \$22.8 million by 2031 – for unexpected or unbudgeted costs. These amounts are based on currently-available asset data, and may be subject to change.

TEN-YEAR CAPITAL PLAN	2022 TO 2024 Budget					2022 to 2031 10-Year							
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
<b>Planned Expenditures (\$000):</b>													
General Government	580	1,295	610	770	820	870	600	600	600	600	600	600	6,670
Others	25	383	300	340	430	370	100	100	100	100	100	100	2,040
IT Reserve	555	912	310	430	390	500	500	500	500	500	500	500	4,630
Public Safety	551	348	523	3,376	58	400	400	400	400	400	400	400	6,757
Safety/Safety Equipment	503	348	228	111	58								397
Firehall	48		295	3,265									3,560
Community Services	2,184	4,285	21,894	44,252	4,708	1,200	4,593	2,900	2,904	2,904	1,200	1,200	87,754
Aquatic Centre	418	1,750	20,757	43,057	3,588								67,402
Outdoor Recreation Facility							3,393	1,700	1,704	1,704			8,500
Parks/ Trails	384	275	345	600	520								1,465
Community Services Others	1,382	2,260	792	595	600	1,200	1,200	1,200	1,200	1,200	1,200	1,200	10,387
Public Works	9,687	12,640	15,263	17,984	20,469	35,453	12,650	11,400	11,580	11,920	11,220	12,090	160,029
Water & Sewer Capital Replacement	3,205	4,615	4,225	4,050	2,800	3,500	3,500	3,500	3,500	3,500	3,500	3,500	35,575
Other Water & Sewer Projects	1,085	949	1,975	2,800	2,800	3,800	700	700	700	700	700	700	15,575
Submarine Water Supply Line	39	150	1,000	1,000	9,000	20,983	500						32,483
Liftstation Upgrades						300	300	300	300	300	300	300	2,100
Public Transit	57	9											0
Roads & Sidewalks	3,491	2,673	4,145	4,355	3,909	4,500	4,500	4,500	4,500	4,500	4,500	4,500	43,909
Solid Waste Management	174	998				440	440	440	440	440	440	440	3,080
Construction of New Cell				4,500	75								4,575
Community Energy Plan	173	913	2,640	145	150	500	500	500	500	500	500	500	6,435
Fleet Management	1,463	2,333	1,278	1,134	1,735	1,430	2,210	1,460	1,640	1,980	1,280	2,150	16,297
Planning and Development	1		3,950	1,050	2,650	750	750	750	750	750	750	750	12,900
<b>Total</b>	<b>13,003</b>	<b>18,568</b>	<b>42,240</b>	<b>67,432</b>	<b>28,704</b>	<b>38,673</b>	<b>18,993</b>	<b>16,050</b>	<b>16,234</b>	<b>16,574</b>	<b>14,170</b>	<b>15,040</b>	<b>274,110</b>
Total Available	16,387	20,632	46,035	47,209	32,871	33,643	18,991	17,776	18,871	20,217	19,477	20,267	275,358
Surplus(Deficit)	3,384	2,064	3,795	(20,223)	4,167	(5,030)	(2)	1,726	2,637	3,644	5,307	5,227	
<b>Closing balance</b>	<b>23,098</b>	<b>21,560</b>	<b>25,357</b>	<b>5,135</b>	<b>9,305</b>	<b>4,275</b>	<b>4,273</b>	<b>6,000</b>	<b>8,637</b>	<b>12,281</b>	<b>17,588</b>	<b>22,815</b>	

**Assumptions:**

- (1) Annual transfers of \$1 million from the General Fund, effective 2022.
- (2) Aquatic Centre costs of \$71.762 million, partially funded by borrowing \$10.001 million for 15 years at 3.6% in 2022.
- (3) Submarine water supply line costs of \$34.5 million, partially funded by borrowing \$4 million for 15 years at 4% in 2024. If alternative funding is secured, this amount will be reduced.

# TEN-YEAR CAPITAL PLAN

## MAJOR CAPITAL PROJECTS

### General Government

Currently the planned investment in Information Technology infrastructure totals \$4.6 million over the next ten years. This reflects regular, incremental expenditures to ensure the infrastructure continues to meet the increasing demands being placed on it.

### Public Safety

In addition to regular safety equipment upgrades over the next 10 years, the City is also continuing its investment in renovating and expanding the Fire Hall to meet the emergency and fire service needs of its population. Design work will be done in 2022, with construction slated for 2023.

The planned expenditures over the next ten years on safety equipment and the Fire Hall total about \$6.8 million.

### Community Services

The existing Ruth Inch Memorial Pool has reached the end of its expected lifespan, and the City is proposing to build a new Aquatic Centre to replace it. Planning began in 2016 and included extensive public and user-group consultation that led to the design for a 25 metre, 8 lane lap pool and related amenities. The City will have to borrow up to \$10,001,000 to complete this project, and will conduct a referendum on November 23, 2021 to seek voter approval to do so.

If the majority of those who vote support the borrowing, construction is expected to begin in 2022 and be completed in 2024. Once the new facility is operational, the existing pool will be closed and the building will be repurposed.

Should the voters not approve the borrowing, the City will need to invest in refurbishing the existing pool.

In 2017, an Accessibility Audit identified numerous barriers at City facilities, and the following year a ten-year implementation plan was developed to address them on a priority basis, at a total estimated cost of \$5 million.

In total the planned expenditures for municipal facilities, including parks and trails, are \$87.8 million over the next ten years.

### Public Works

The replacement of deteriorated corrugated metal sewer pipes (CMP) first began in 1984 and was completed in 2018. 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 \$35.6 million in this area as well as other complex assets such as potable water pump houses and sewage lift stations.

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 48<sup>th</sup> 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



## TEN-YEAR CAPITAL PLAN

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, Community Public Infrastructure Funding and Formula Funding to finance the costs of road rehabilitation and over the next ten years the City plans to invest more than \$43.9 million in this effort. Some road rehabilitation is also accomplished at the same time as the Water and Sewer Infrastructure Replacement Program, using funds from that program.

The mobile equipment fleet has a replacement value of \$16.4 million and must be properly maintained to meet the service levels expected by residents. Over the next ten years, the City has budgeted \$16.3 million for fleet management.

### **Solid Waste Management**

As part of ongoing investments to ensure adequate landfill capacity at the Solid Waste Facility, the City is allocating \$4.5 million for the design and construction of a new landfill cell, beginning in 2023.

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 \$3.1 million for solid waste management.

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 City has been engaging with the GNWT Department of Lands and the Yellowknife Dene First Nation regarding the bulk land transfer of all available Commissioner's lands within the municipal boundary to the City and this effort is ongoing.

The planned expenditures in this area over the next ten years total \$12.9 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 million per year is required to support a sustainable capital investment strategy, in addition to the funding received from other orders of government.

# TEN-YEAR CAPITAL PLAN

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 2022 to 2024, the City is planning to use \$3.18 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 \$22.8 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 up to \$10 million to build the proposed Aquatic Centre, pending voter approval through the referendum process. Another \$4 million will be required to finance the replacement of the submarine water supply line.

It is anticipated that the City's long-term debt will decrease from \$15.3 million in 2019 to \$12 million by the end of 2021. However, if the City borrows \$10 million in 2022 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 \$2.5 million in 2022, and \$3 million in 2024. Both debt and debt servicing are within the legal limits and have been included in the Ten-Year Capital Plan.

The City has been trying to secure other sources of funding to reduce our debt burden and will continue to do so. In 2021, the City has successfully secured \$10.4 million of Investing in Canada Infrastructure Funding for the paving and new landfill cell - design and construction projects.

## SUMMARY

Over the next ten years, the City's planned annual capital expenditures will average \$27.4 million.



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