

# Budget 2023

## Mayor and Council Questions

Questions and Answers – November 10 <sup>th</sup>	
Q	<i>Does carry over money sit in a bank account? Does it earn interest? What about money collected to fund unfilled staff positions?</i>
A	All City cash is invested in accordance with the <i>Cities, Towns and Villages Act</i> , the related <i>Cities, Towns and Villages Investment Regulations</i> , and Investment Policy By-law No. 4499. Interest is reported as Investment Income in the Fiscal Services section of the budget (page 37 of Draft Budget 2023).  Budget allocations assume a 1.5% vacancy rate across all positions; variances resulting from unfilled staff positions that exceed this threshold are included in the amounts shown in the Variance reports.
Q	<i>Was Itl'o school captured in this years assessment?</i>
A	Yes.  Corporate Services tracks permits and for large projects such as this the Assessor conducts reviews during the construction phase to ensure the most current information is reflected in the assessment roll.
Q	<i>The Yellowknife Women's Society recently announced that Common Ground will be closed for the winter due to lack of staff, does part of the 100 K from the City come back to us or does the Women's Society reallocate it internally?</i>
A	100% of the funding has been allocated to the YWS for the CG program to-date. Funding is provided on a quarterly basis following an invoice from YWS.
Q	<i>How many staff positions are currently open and, if possible, how long has each been open?</i>
A	As of November 1st, 2022, 26 positions are vacant. We do not actively track the length of each vacancy.

Questions and Answers – November 10<sup>th</sup>

Q	<i>Will staffing costs jump with a new contract? Is there any contingency in the budget for this? When would a new contract and increased wages begin?</i>
A	The budget assumes a modest increase in wages for all staff. Fire Fighters are in a three-year agreement that ends December 31 <sup>st</sup> , 2024, MED are in a two-year agreement that ends December 31 <sup>st</sup> , 2023, and the larger PSAC local is currently in bargaining.
Q	<i>Is it possible to see the new staff position justifications as in previous years?</i>
A	They are posted in the Budget section of the Council Portal.
Q	<i>How much lost revenue would there be if we expanded free seniors access to the walking track to Tuesday and Thursday as well? What about the weekend?</i>
A	As per Council Motion #0049-18, the walking track is free for seniors three mornings a week. As well, the City currently offers reduced drop-in rates for Seniors (ages 60+) at all facilities as identified in the Fees and Charges By-law, and the Access for All program provides free access to drop-in recreational activities and public transit for low income citizens and families.
Q	<i>Are seniors eligible for the Access for All program?</i>
A	The Access for All program provides free access to drop-in recreational activities and public transit for low income citizens and families, based on the <a href="#">Northwest Territories Market Basket Measure Threshold</a> by family size.
Q	<i>Does the Visitor Centre governance item on the tentative GPC calendar include the art gallery governance?</i>
A	No. While the two are inter-connected they will require separate governance structures.

Questions and Answers – November 10<sup>th</sup>

Q	<i>Where would I find the budget to operate the Visitor Centre? Is there a budget for art shows in the gallery space? I see there are grants listed to operate the centre on the Economic Development Budget page but it isn't clear how much there is to operate it.</i>
A	Prior to COVID-19 the budget for the visitor centre was formed by a grant from the GNWT in the amount of \$161,000 per year and the City's contribution of approximately \$109,000. For relocation of the visitor centre the City received an increased operating contribution of \$347,000 from the GNWT and \$377,587 in capital from CanNor in order to develop the new Centre. The City is currently in the process of entering into a new contribution agreement with the GNWT. To date, the budget for art shows in the non-commercial gallery space has been covered by the departmental budget.
Q	<i>Is there any money in the budget to improve our food security? Would it be possible to run a micro-grant (\$200) program for residents to build garden boxes? If the program was \$5000 at \$200 per applicant there would be 25 recipients. Is there any way to estimate the staff time and cost to administer such a program?</i>
A	City Council adopted the <a href="#">Yellowknife Food Charter</a> in 2015, and the <a href="#">Yellowknife Food and Agriculture Strategy (GROW)</a> in 2019. In 2021, Council adopted the <a href="#">GROW Implementation Plan</a> , which directs the City's efforts related to food security.
Q	<i>Where are we at with LIC Energy Retrofit Program?</i>
A	The City has been working with other municipalities through the FCM to determine broad issues related to LIC and how we can address them. The City hired consultants to assist with the program development, and they provided a draft report to administration with two options. Administration asked for additional information on both options detailing pros and cons for each, along with a recommendation for moving forward based on similar programs in Canada and staffing resources required to administer this program. A response is expected in December of 2022.
Q	<i>There is \$100 K allocated in 2024 for an Energy Efficiency Fund, is this to fund the LIC program? If not, how would the loans be funded?</i>
A	This allocation is to update the Corporate Community Energy Action Plan (2015-2025). Details of the LIC program have yet to be determined.
Q	<i>There is \$124 K in carry over from 2022 for Community Energy Plan Projects, what specifically is this money being used for?</i>
A	There are several CEP projects that are being advanced, including the local improvement program, the district energy framework, the greenhouse gas inventory, and the WTP biomass boiler. All carry over amounts will be exhausted prior to administration requesting additional funding.

Questions and Answers – November 10<sup>th</sup>

Q	<i>Is there money in the budget to redo the Community Energy plan in 2024/25? Would this funding be in the capital budget or O and M funding?</i>
A	A capital allocation of \$100,000 is recommended in 2024.
Q	<i>What happens with the plastic recycling the City collects? Is it building up?</i>
A	<p>Plastics are currently landfilled as there are no recyclers receiving plastics, however staff check various markets constantly for changes. The City continues to promote plastics diversion practices for two reasons. 1) if markets do eventually become favorable, residents will not need to pivot as they are already diverting plastics and 2) diverting plastics to blue bin recycling areas reduces waste in residential garbage bins creating more space.</p> <p>Additional details can be found in the <a href="#">July 16, 2018 memorandum to committee</a>.</p>
Q	<i>I see there is money in 2024 and 2025 for a recycling storage building, has there been any thought of creating a small processing facility instead? (See article: <a href="https://www.cbc.ca/news/canada/nova-scotia/goodwood-plastics-halifax-municipality-plastics-recycling-1.5421166">https://www.cbc.ca/news/canada/nova-scotia/goodwood-plastics-halifax-municipality-plastics-recycling-1.5421166</a>)</i>
A	These initiatives as shown in the article are private sector driven. The City is looking into many types of recycling such as wood, concrete, asphalt and rubber, and would be happy to partner with private sector organizations looking to do these types of things. The municipality does not have the budget nor expertise to take the inherent risk associated with new tech/ideas.
Q	<i>In the third quarter variance report (TQVR) the Asset Management Projects 2022 forecast was \$325 K and in the draft budget it is \$400 K, what is this extra \$75 being spent on? Does it mean the carry forward is \$213 K instead of \$288 K?</i>
A	<p>The Budget document reflects the forecast prepared as of August 31<sup>st</sup>, 2022. As of that point in time it was anticipated that expenditures would total \$400,000 in 2022.</p> <p>When the Q3 variance was prepared based on information and data available as of September 30<sup>th</sup>, 2022, the expectation was that spending would total only \$325,000 due to lower-than-budget costs on condition assessment projects and delays associated with staff vacancies.</p> <p>It is recommended that \$288,000 be carried forward into 2023 to continue work on projects identified in the City’s Asset Management Roadmap.</p>

Questions and Answers – November 10<sup>th</sup>

Q	<i>The TQVR also list \$2.7 million in carry forward for the Submarine Line Contracted Costs. It seems this amount was carried forward from 2021 as well, is there a reason to roll this money forward for multiple years?</i>
A	<p>The Submarine Water Intake Line Replacement is a massive project that extends over multiple years. Spending timelines prepared early in the project were based on information available at that time. Since then, numerous challenges – including COVID, contractor availability, and staff resources – have impacted the project schedule and delayed both work and spending and necessitating the project carryforward. However, the project is still expected to be completed prior to the expiry of the federal funding in 2027 and the carryover funding is still required.</p> <p>Also, budgeting the \$1M per year has spread the impact on the capital fund out over several years.</p>
Q	<i>In the same vein, \$90 K for SWMP Implementation looks to have been rolled forward from 2021 as well. I assume this is due to a lack of staff time; is there reason to believe we can spend this money and complete the implementation this year?</i>
A	<p>Administration forecasts our best efforts based on what we believe is possible. Regardless, the work required still needs to be done and budgets allocated. This amount is also only a portion of what will be required to complete the entirety of the SWMP. Future initiatives will require additional funding.</p>
Q	<i>The TQVR lists \$70.6 K for the Columbarium Park as not needed, where is this money being reallocated?</i>
A	<p>This project came in under-budget. The balance of the allocation was utilized to offset higher than anticipated costs to upgrade the Multiplex and YK Arena ice plants.</p>
Q	<p><i>There are several projects that list carry forwards in the TQVR but do not receive new money in 2023. Can all of the following projects be completed in 2023? Is most of this money held to pay contractors once a project is complete? Which of these projects will consume a noticeable amount of staff time?</i></p>
	<p>The City’s budget lays out plans for a calendar year, but capital projects rarely live within a single 12-month window due to their scope and dependency on multiple factors, some of which are largely outside of the City’s control. Therefore, carryover of capital funds into future fiscal years is a normal part of operations.</p> <p>Since COVID, many projects have encountered unavoidable delays resulting from supply chain issues, lack of contractor resources, and internal staffing challenges. Therefore, carryovers have increased and are likely to remain high until the economic context improves.</p>

Questions and Answers – November 10<sup>th</sup>

- *Backup Power Lift Station Generator Installation (\$130 K)*

\$130,000 will be carried over into 2023 to replace generators at other lift stations. These generators are a condition of the City’s water license. Provided staff and contractor resources are available, and barring unforeseen supply chain issues, this money should be spent in 2023.

- *Bailing Facility Mechanical Upgrades (\$7 K)*

Provided staff and contractor resources are available, and barring unforeseen supply chain issues, this money should be spent in 2023.

- *Budget Management (\$25 K)*

This carryover will complete the Salary module implementation of the FMW software used to manage the City’s budget and forecast functions in 2023.

- *Community Energy Plan Projects (\$124 K)*

Provided staff and contractor resources are available, and barring unforeseen supply chain issues, this money should be spent in 2023.

- *Development/Building Permit Automation (\$39 K)*

When the Budget 2023 document was prepared, it was anticipated that this project would be completed and the remaining funds expended in 2022. However, the project schedule has slipped and the team is now aiming for an early 2023 deployment of the newly configured software.

- *Landfill Expansion (\$123 K, there is significant money for this in 2025/25, will this money be held until then or used this year?)*

This is a multi-year initiative that has required funding over several years. Provided that staff and consultant resources are available the carryover will be spent in 2023, in advance of additional funding in 2024 and 2025 to further the project. The approval of the City’s water licence in 2022 brought new challenges in regards to leachate storage and treatment, which now have to be considered in the overall planning and design of landfill expansion efforts.

Questions and Answers – November 10<sup>th</sup>

- *Lagoon Control Structure Replacement (\$849 K, the TQVR says this project is on hold, is this until the sludge removal is complete? Can we reallocate this money?)*

This project was put on hold in 2022 pending land considerations associated with the proposed design. The money cannot be reallocated as the equipment replacement is a condition of the City's water license.

This is a separate project from the lagoon desludging project. The lagoon control structures keep upstream water from Trappers Lake from flowing into the lagoon system, which will impact retention time. It is likely that this project will cost more than the allocated amount. Administration will continue to advance this project in 2023.

- *PH #4 Water Truck Fill Safety Project (\$253 K)*

Construction was postponed in 2022 but the funds must be carried forward to ensure completion of the project.

- *RIMP Structural Assessment (\$75 K, will this be contracted?)*

It is expected that this work will be completed by a contractor in 2023.

- *Sewage Force Main Twinning (\$940 K)*

This project is still focused on risk mitigation for sewage, now specifically addressing how to retain sewage in the event of a failure at Lift Station 5. Work has advanced on the design of a retention structure in the City Yard, however, due to staff shortages and higher priority workload, this project is behind schedule. Work will continue to advance in 2023.

- *Trail Development (\$205 K, is this for the Range Lake Trail?)*

Yes, Budget 2022 contained an allocation of \$210,000 to improve Rotary Range Lake Trail, in partnership with the Rotary Club. It is expected that the work can be completed in 2023, pending the availability of staff resources and Rotary support.

Questions and Answers – November 10<sup>th</sup>

	<ul style="list-style-type: none"> <li>• <i>Water Treatment Plant Pellet Boiler (\$2.5 million, where are we at with this project?)</i></li> </ul> <p>After several design challenges with size of boilers, and consultation with regulatory authorities, the City has completed a preliminary design. We are awaiting cost estimates from the design consultant and will determine the next steps. It is anticipated to cost more than the allocated budget, however, the City has secured funding from the GNWT for 75% of the original estimated costs.</p>
	<ul style="list-style-type: none"> <li>• <i>Webcasting (\$105 K)</i></li> </ul> <p>The webcasting portion of this project has been completed, and a contract has been awarded for the audio system component. Equipment installation is scheduled for February of 2023.</p>
	<ul style="list-style-type: none"> <li>• <i>Wireless Infrastructure (\$74 K)</i></li> </ul> <p>The equipment has been ordered but is not expected to arrive until early 2023 due to supply chain delays.</p>
<p>Q</p>	<p><i>There are also several projects with carry forwards that have new money allocated for 2023. Will staff have the time and capacity to spend the carry forward amounts as well as the new money allocated? Are there any projects where you see this being a real challenge?</i></p>
<p>A</p>	<p>Staffing, contractor resources, and supply chain challenges are expected to continue over the term of the Budget, and the recommended projects reflect some caution about the impacts these factors will bring to bear on the City’s ability to complete projects. Administration puts forward an achievable plan and will adjust when things occur that impact projects.</p>
	<ul style="list-style-type: none"> <li>• <i>Accessibility Implementation (\$294 K + \$595 K new money)</i></li> </ul> <p>The City plans to complete the remaining work identified for 2022, plus the new work scheduled for 2023.</p>



Questions and Answers – November 10<sup>th</sup>

- *Asset Management (\$288 K + \$340 K new money)*

Asset Management initiatives are based on the City’s Asset Management Roadmap, which was originally developed by an outside contractor in consultation with staff from throughout the organization. Budget allocations to support this five-year plan were also developed in conjunction with the contractor, and first reflected in Budget 2020.

COVID delayed the hiring process by almost a year, so there was minimal spending in 2020. Budget 2021 recommended that the unspent funds be carried forward to ensure the required five-year total remained available, however during Budget 2021 deliberations Council decided to return the unspent 2020 funds to the Capital fund. Consequently, the Roadmap funding has already been significantly reduced so the recommended carryover of \$288,296 takes on increased significance.

- *Curling Rink Brine Line Replacement (\$140 K + \$615 K new money, I’ve got a couple questions about this below)*

The carryover refers to the 2022 project for upgrades at the Curling Rink to address ongoing issues with the roof. Initial work indicated that costs for the original scope of work would be higher than originally anticipated so the project scope is being reassessed and the allocation is being carried forward to complete the adjusted scope of work in 2023.

The new money is specifically for the replacement of the curling rink brine line in 2023.

- *Fleet Management (\$1.09 million + \$1.88 million new money)*

There are frequently carryovers within the fleet allocation due to long lead times on large vehicles. This has been exacerbated by current supply chain issues. Some lead times are well over a year, into the 14-16 month range depending on the unit.

- *Information Technology Infrastructure Renewal (\$50 K + \$327 new money)*

Equipment from some orders placed in 2022 will not arrive until 2023, so the carryover is needed to pay the associated invoices in the new year.

- *Lagoon Sludge Removal (\$2.2 million + \$2.8 million new money)*

This is a large, multi-year project. The details and schedule are in the write-up on page 133 of the budget.

Questions and Answers – November 10<sup>th</sup>

	<ul style="list-style-type: none"> <li>• <i>Land Fund Capital Projects (\$2.96 million + \$900 K new money)</i></li> </ul> <p>The anticipated purchase of a significant piece of land is ongoing, necessitating a significant carryover into 2023. The new allocations are recommended for ongoing work to acquire and prepare land for resale.</p>
	<ul style="list-style-type: none"> <li>• <i>Paving Program (\$641 K + \$6.46 million new money, I've got more questions below)</i></li> </ul> <p>The recommended allocations have been carefully considered to ensure the City is able to utilize available funding and to balance out the work load for both internal staff and external contractors.</p>
	<ul style="list-style-type: none"> <li>• <i>Submarine Water Supply Line Replacement (\$2.7 million + \$1 million new money, question about this above)</i></li> </ul> <p>The Submarine Water Intake Line Replacement is a massive project that extends over multiple years. Spending timelines prepared early in the project were based on information available at that time. Since then, numerous challenges – including COVID, contractor availability, and staff resources – have impacted the project schedule and delayed both work and spending and necessitating the project carryforward. However, the project is still expected to be completed prior to the expiry of the federal funding in 2027.</p>
<p>Q</p> <p>A</p>	<p><i>My thinking here is that with coming assessment base growth and limited staff capacity (exasperated by open positions), are there projects where we could spread the need to raise funding over the next couple years and at the same time create a more achievable work plan?</i></p> <p>City Administration works to identify what is needed and what is achievable as the draft budget is delivered each year and as work plans are developed. Initiatives and capital projects included are required either for ongoing operations, regulatory reasons or to meet service requirements. Administration looks forward to discussing this further with Council during Budget deliberations.</p>
<p>Q</p> <p>A</p>	<p><i>It is stated that the new Aquatic Centre will have net operating expenses of \$1.755 million, I assume this is minus wages and benefits? When I subtract wages from total expenditures for 2025 I get \$2.148 million. Is this the updated net operating expenses or am I missing something?</i></p> <p>Net operating expenses references to the difference between the anticipated revenues and the total anticipated costs (including wages and benefits).</p>
<p>Q</p> <p>A</p>	<p><i>Why is the Assest Management Admin Assistant under Community Services and not Corporate Services?</i></p> <p>The recommended Asset Management Administrative Assistant position will specialize in the ongoing asset management considerations within the Community Services Department, especially with respect to data capture, entry, and verification. This will be similar to the two administrative positions within Public Works and Engineering that facilitate data management within that organizational unit.</p>

Questions and Answers – November 10<sup>th</sup>

Q	<i>Are we hiring consultants to continue Asset Management work while waiting to hire a Coordinator?</i>
A	<p>The Asset Management Coordinator position was to be filled in 2022. However, with the departure of the division Manager the hiring process was put on hold until the Manager position is filled.</p> <p>In order to maintain the momentum established by the Manager during his time at the City, he continues to provide overall project direction and oversight as an independent consultant. It is anticipated that this involvement will continue until such time as the Manager position is filled.</p>
Q	<i>Has there been any discussion about replacing the sand floor at the curling rink with a concrete pad while the lines are being replaced? Is there any idea of what this would cost?</i>
A	<p>The City has not had a request from the Curling Club to replace the sand floor with a concrete floor. It is estimated that the cost to do so would be approximately \$1.265M.</p>
Q	<i>The budget for the Fire Hall Renovations/Expansion has increased from \$3.18 million to \$4.45 million (40%) due to current market conditions, how confident is Administration in this new figure? Is there specific research behind it or is it simply a rough estimate?</i>
A	<p>Initial cost estimates were based on a Class D estimate prepared as part of the Fire Hall Study in 2020. The revised figures presented in Budget 2023 are based on the best information available at the time and reflect post-Covid and inflationary increases.</p>
Q	<i>The Lagoon Sludge Removal funding is \$63 K over the budgeted costs for the lifetime of the project, is this extra money being raised for a reason?</i>
A	<p>The variance equates to about one-half of one percent of the project total and reflects minor project adjustments and cost increases that have incurred since project inception.</p>
Q	<i>Has option #1 or #2 been selected for Lift Station #1 Replacement?</i>
A	<p>The engineering consultant recommended Option 2 for multiple reasons: 1) The existing structure is very old therefore retrofit will be expensive and difficult; 2) adding another wet well will not address the overall condition of the building and the safety concerns; and 3) new construction will allow the old lift station to remain in operation while the new is being constructed which allows a coordinated cut over when construction is complete.</p>

Questions and Answers – November 10<sup>th</sup>

Q	<i>As mentioned at GPC on Nov 7th, one of the reasons for the large Paving Program allotment this year is due to 75 cent on the dollar funding from the Investing Canadian Infrastructure Plan. Is this “use it or lose it” funding? Would it be available in 2024?</i>
A	Administration is looking into what parts of the paving program can be moved to 2024 if possible. The bulk of the paving program is for Kam Lake Roads which are required with the addition of transit to area. The current condition of the roads is very hard on City buses.
Q	<i>As we are planning to pave Wiley Road from the causeway to Franklin, are we still planning to rent out the Wildcat this summer? Is there a time frame for this paving?</i>
A	The paving would be for the whole of Wiley to be resurfaced. However, based on the previous question, this may be pushed to 2024 if possible. The Wildcat would continue to be rented out during summer road construction in the area; 2023 will be the second year of a two year contract.
Q	<i>Are we confident we can spend the large Paving Program allotment seeing as it is 37% larger than any previous year?</i>
A	There are two competent paving contractors in town. If all work is to occur in 2023, the project will be broken into two contracts (A&B) in efforts to give both contractors equal opportunity.
Q	<i>Are there any leads on funding for the remaining 25% of the Submarine Water Supply Line Replacement?</i>
A	Administration continues to pursue potential funding opportunities. The main challenge is the federal government’s reluctance to allow us to “stack” funding (i.e. to use federal funding to top up federal funding).
Q	<i>Is there any data or knowledge on how the potential new Fieldhouse turf is in terms of injuries to users? When is the public engagement likely to begin?</i>
A	Public engagement will commence early in 2023 assuming approval by Council. The engagement will provide input from users on the type of surface desired based. The type of surface will be an industry standard that has been tried and tested in other jurisdictions.

Questions and Answers – November 10<sup>th</sup>

Q	<i>Why is the budget for Fleet Management much higher than normal in 2024 (\$3.2 million vs ~\$1.3)?</i>
A	The spike is because the fleet management plan identifies the need for a higher than normal investment, based on the current recommendations of the asset registry replacement schedule. Administration will seek to smooth this curve so that large spikes do not occur or are less of an impact. However, specialized units such as ambulances and fire engines have seen significant increases in costs. The last fire engine was \$1.3M in 2018, we expect this to be over \$1.6M in 2024 which could consume most of the fleet budget for that year if the \$3.2M is lowered.

Questions and Answers – November 14<sup>th</sup>

**Q** *Pg 23 – General Fund: Is it possible to get a break down of “Others (insurance, grants, and bad debts)”? I know it’s scattered throughout the departments, but in lieu of me going through and adding them up, is it simple enough to get the \$2M breakdown from admin?*

**A** The rollup on page 23 reflects the following:

<i>Section</i>	<i>Expenditure</i>	<i>Page</i>	<i>Amount</i>
Fiscal Services	Valuation Allowance (Bad Debts)	Page 37	\$210
Mayor and Council	Grants	Page 27	
	Tax Rebates		\$328
	Multi-Year Funding		\$319
	Sponsorship		\$50
	Community Services		\$99
	<i>Total</i>		\$796
Corporate Services	Insurance	Page 41	\$901
Planning & Lands	Downtown Development Incentives	Page 79	\$100
	<b>Total</b>		<b>\$2,007</b>

**Q** *Pg 47 – IT: For General Services: In 2021 and 2022, we’ve spent less than budgeted. Do we need to go up \$100k more? From \$296k (2022 forecast) to \$392 (budgeted in 2023).*

**A** Lower than budgeted expenditures in 2021 and 2022 are due in part to staff vacancies which delayed or deferred some initiatives and the related spending, especially in the areas of software acquisition and security camera renewal.

The recommended 2023 budget allocation for General Services reflects an increase of just under 7%. Reductions in allocations for security camera renewals, telephone services, and internet costs were offset by an increase in the software acquisition budget based on client requirements.

**Q** *Pg 48 – Ec Dev – Revenue: \$163k from GNWT to run Visitors Center?*

**A** EDS is currently finalizing the amount of the contribution for 2022/2023. Prior to relocation the grant was in the amount of \$161,000. The amount for 2021/2022 was \$347,000. Operating costs are higher for the downtown location than what they were when the City provided interim visitors services out of the lower floor of City Hall.

Questions and Answers – November 14<sup>th</sup>

Q	<i>Pg 48 – Ec Dev – \$100k more in General Services: Why?</i>												
A	<p>The City has committed to host the FCM Board meeting in September 2023 and as such EDS budget had a one-time increase to account for this cost (\$25,000).</p> <p>EDS will renew the City’s Tourism Strategy (expired in 2019) and has received funding in the amount of \$37,500 and the City’s share is \$37,500.</p> <p>General increases to EDS budget for economic development initiatives.</p>												
Q	<i>Pg 52 – Community Services – Is the Asset Management Administrative Assistant a term position? Would it be better shared with a number of departments? I’m not understanding how it’s the only department that needs administrative support for this, or do other departments already have an admin for this?</i>												
A	The recommended Asset Management Administrative Assistant position will specialize in the ongoing asset management considerations within the Community Services Department, especially with respect to data capture, entry, and verification. This will be similar to the two administrative positions within Public Works and Engineering that facilitate data management within that organizational unit.												
Q	<i>Pg 55 – Community Services Directorate – Cost for Street Outreach?</i>												
A	<p>Budget 2023 includes the following allocations for Street Outreach, which reflect a 12 hour per day service:</p> <table style="margin-left: 40px;"> <tr> <td>2023</td> <td style="text-align: right;">366,336</td> </tr> <tr> <td>2024</td> <td style="text-align: right;">373,077</td> </tr> <tr> <td>2025</td> <td style="text-align: right;">380,874</td> </tr> </table>	2023	366,336	2024	373,077	2025	380,874						
2023	366,336												
2024	373,077												
2025	380,874												
Q	<i>Pg 55 – Community Services Directorate – Cost for Old Mine Rescue Building contracted costs?</i>												
A	<p>Budget 2023 includes the following allocations for the Old Mine Rescue Building contracted costs:</p> <table style="margin-left: 40px;"> <tr> <td>2023</td> <td style="text-align: right;">3,400</td> </tr> <tr> <td>2024</td> <td style="text-align: right;">3,500</td> </tr> <tr> <td>2025</td> <td style="text-align: right;">3,600</td> </tr> </table> <p>It also includes allocations for power, heating fuel, and garbage pick-up:</p> <table style="margin-left: 40px;"> <tr> <td>2023</td> <td style="text-align: right;">31,900</td> </tr> <tr> <td>2024</td> <td style="text-align: right;">30,800</td> </tr> <tr> <td>2025</td> <td style="text-align: right;">30,700</td> </tr> </table>	2023	3,400	2024	3,500	2025	3,600	2023	31,900	2024	30,800	2025	30,700
2023	3,400												
2024	3,500												
2025	3,600												
2023	31,900												
2024	30,800												
2025	30,700												

Questions and Answers – November 14<sup>th</sup>

Q	<i>Pg 60 – Any plans for more natural vegetation and wild flowers to reduce ongoing annual costs for flowers and plants?</i>
A	Currently staff have planted many more perennials in areas like raised beds and the Garden of Hope to reduce the cost of annuals. Many of these plants are flowering bushes and/or fruit like raspberry bushes etc. Annuals are utilized in limited areas for colour as the perennials bloom later. Staff have also planted edible flowers such as Nasturtium. The clover has reduced the number of times we need to cut boulevards and staff are investigating micro clover which may be even more effective for ground cover with limited maintenance.
Q	<i>Pg 63 – Pool – What was the \$100k overage in General Services for the pool?</i>
A	This reflects the repair costs associated with the waterline break in early 2022.
Q	<i>Pg 68 – Public Safety – Why is the request for two more dispatchers coming forward before we’ve seen the 911-City Dispatch Improvement report and implementation plan?</i>
A	The PY request for additional dispatchers is respectfully submitted based on operational safety and effectiveness directed by best practice. This submission is independent of any future NWT 9-1-1 process improvement, rather based on increased responses and workload indicators. This is formally identified in NFPA 1225 Standard for Emergency Services Communications – 2022, 15.3.1 There shall be a minimum of two qualified telecommunicators on duty and present in the communications center at all times.
Q	<i>Pg 72 – Fire – with the DMAF wildland fire funding approved, do we need the \$100k for wildland fire mitigation?</i>
A	A budget allocation is required if expenditures are to be made; when funding is available it is shown as a revenue that fully or partially offsets the expenditure. Therefore, Budget 2023 includes a \$100,000 allocation under Fire Division General Services in each of 2023, 2024, and 2025. DMAF funding for NWT-wide wildland fire mitigation has been formally approved but funds will not flow to communities until 2024, so there will be no offsetting revenue for this work until that time.
Q	<i>Pg 73 – MED – For General Services: In 2021 and 2022, we’ve spent less than budgeted. Do we need to go up another \$20k?</i>
A	2021 and 2022 expenditures were lower than budgeted in large part because the Bike Rodeo could not be held. The recommended Budget 2023 allocation is \$7k higher than the Budget 2022 allocation to reflect the intention to revive the Bike Rodeo in 2023 and to include a modest allocation for contracted costs to ensure secure transport of parking meter receipts.



Questions and Answers – November 14<sup>th</sup>

Q	<i>Pg 79 – Planning &amp; Lands – How much is allocated for the Heritage Committee?</i>
A	Budget 2023 allocations a total of \$35,370 to the Heritage Committee in 2023. This includes funds for a new 4 year Strategic Plan, should the Committee choose to create a new Plan.
Q	<i>Pg 80 – Building Services – Inspectors are now going to wear uniforms? Is that a common practice across the country?</i>
A	Building Services staff currently wear identifying clothing, provided by the City, purchased in 2015. Safety clothing is recommended to be replaced every five years. This purchase is to update existing high visibility, standardized vests and outerwear for when staff are out on inspections (they currently have two sets: one for summer and for winter a size bigger). With a new Inspector coming on staff in January 2023 the price includes their clothing as well. We plan to use the same company, to ensure clothing is standardized, it will identify the City of Yellowknife and the Department – safety and professional reasons this is added to the 2023 budget.
Q	<i>Pg 98 – Capital Fund – Did somebody make a \$300k donation to the City?</i>
A	This amount reflects contributions and donations, and in 2022 is forecast to be largely developer contributions.
Q	<i>Pg 141 – Outdoor recreation – How much is the Somba K’e Amphitheatre?</i>
A	Budget 2023 includes an estimated \$75,000 for this acquisition.
Q	<i>Pg 141 – Outdoor recreation – Have we fixed the gate at the dog park?</i>
A	There is one working gate at the dog park as always. Staff have been looking for a contractor to install a second gate which has proved challenging given this is a small job; it is anticipated that this should be fixed by mid-December.
Q	<i>Pg 143 – Park Equipment Replacement - Wasn’t the Latham Island park sports court redone recently?</i>
A	Latham Island Park sport court was not redone. Recent courts have been Hall, Forrest and Jeske. Latham is scheduled for this summer. Work at Latham included Accessibility Picnic tables and parking a couple years ago.

Questions and Answers – November 14<sup>th</sup>

Q	<i>Pg 147 – Paving Program – Pros and cons of spreading this work out over 3 years vs doing all of the work in one year?</i>
A	<p>Traditionally, the City has included a budget allocation for paving every year. The 2023 paving program is larger than our typical annual program due to the high priority nature of the roads in the program. For example, 50 Street was not completed in 2022 due to supply chain issues with the pipe required to complete the water/sewer work prior to paving. Another street is Hordal Road which is current left with a gravel surface from last year’s water &amp; sewer program. This should be paved in 2023. Kam Lake Road and Deh Cho Boulevard are necessary to address the large areas of settlement as transit buses will piloted in the area as per Council direction in Motions 0143-21 and 0228-19. These necessary streets comprise the bulk of the 2023 recommended budget. Administration can consider deferring Wiley Road and Franklin Avenue (Bretzlaff Dr to Weaver Dr) to 2024.</p> <p>The additional considerations is to reduce workload on City staff. In this same time period the Engineering Division is tasked with advancing the DMAF/Submarine Water Line, Lift Station #1 Replacement, Lagoon Desludging, Leachate Retention and Treatment Facility, New Landfill Construction, along with other smaller initiatives in transit, traffic lights, and other external generated work.</p> <p>This approach also allows budget otherwise allocated to paving to be reallocated to the aforementioned projects in an attempt to lower budget impacts.</p>
Q	<i>Pg 150 – Fieldhouse Surface Replacements – Yes for engaging with users re: the surface type! Will it be the same cost to do the turf vs the multi-sport surface?</i>
A	Once we engage with the field users it will determine if there is a desire to change one field surface or not. If there is a desire to change, it will determine which field type is installed first.
Q	<i>Pg 175 – Reserve Fund – Major Community Facility Reserve: The \$87k from General fund – is that the charge that we have for every rental (Infrastructure Replacement Fee)? Can we include a note on that?</i>
A	Yes, this reflects the Infrastructure Replacement Fee charged on facility rentals, as specified in Feeds and Charges By-law No. 4336. A note will be added in the final version of the budget document.
Q	<i>Pg 175 – Reserve Fund – Heritage Fund: Don’t we have a transfer from General Fund (unused Heritage Committee \$)? Or do we only put that in after the Financial Statements are approved in April (i.e. 2022’s amount will show up in next year’s draft budget)?</i>
A	When the budget document is prepared in August the unspent balance isn’t yet known. The transfer will be reflected after year-end.

Questions and Answers – November 14<sup>th</sup>

Q	<i>Pg 179 – Long Term Debt – What’s “Debenture #239 Refinancing”? Happy dance that we’re paying it off this year!</i>
A	Debenture # 239 reflects the last of the Multiplex borrowing.
Q	<i>Pg 179 – Long Term Debt – Why didn’t we put the “Submarine Water Supply Line’s” \$4M in this year’s budget (it was in last year’s budget (for 2024 and on)?</i>
A	Based on information available when Budget 2023 was prepared, the City will no longer have to borrow for this project.
Q	<i>Pg 180 – Long Term Debt – For 2022, our “Actual/Forecasted Debt Service” of \$55M is well above our Debt Service limit. What implications does this have for us?</i>
A	The Cities, Towns, and Villages Act prescribes some debt and debt service levels. However, the borrowing and debt servicing limits also depend on the financial position of the City at the time of borrowing and consider factors like the terms of eligible revenues, financial commitments, and committed and unfinished capital projects. Therefore the City’s actual borrowing capacity has to be finalized with MACA at the time of borrowing, and in 2022 MACA approved the City’s proposal to borrow \$10M towards the construction of the Aquatic Centre.
Q	<i>Pg 182 – 10 year capital plan – Should we note for the CCBF that the current agreement is set to expire on March 31, 2024?</i>
A	The City enters into annual Gas Tax Fund / Canada Community Building Fund agreements, and while the current one is set to terminate March 31, 2023 the federal government has identified this as a permanent funding source so there is a reasonable expectation of continued funding from this source.
Q	<i>Pg 183 - 10 year capital plan – Under Community Services, should it be named Arts &amp; Culture Center or Library/Arts Center Development (to align with wording on page 173)?</i>
A	For now, this project is a placeholder as additional work and direction are required before plans can be advanced. Notable among this work is the imminent structural assessment of the current Ruth Inch Memorial Pool building – which will help inform decisions around re-profiling that facility – and further review and analysis of the recently-completed Arts and Culture Master Plan that will help inform longer-range plans. The wording will be standardized in the final version of the budget document.

Questions and Answers – November 14<sup>th</sup>

**Q** *General Questions: Does the budget include the increase in the Carbon Tax?*

**A** No, the GNWT announcement dated October 31, 2022 was made public on November 7, 2022, which was came after the budget was prepared. Based on their announcement it appears that as of April 1, 2023 the carbon tax will increase and the City will no longer receive any carbon tax rebates on heating fuel.

Initial carbon tax increase indications for the term of the budget are:

	<i>2023 Increase</i>	<i>2024 Increase</i>	<i>2025 Increase</i>
Gasoline	4.45%	23.07%	18.74%
Diesel	48.55%	23.07%	18.74%

It appears the carbon tax will increase annually until 2030.

Based on the 2021 consumption and the increased costs in 2023, the additional cost accruing to the City will be about \$81,000 in 2023.

Administration is working to confirm these impacts and the verified amounts will be noted during budget deliberations.

Questions and Answers – November 21<sup>st</sup>

Q	<i>What are the hours of operation for the Somba K'e washroom?</i>
A	<p>The Somba K'e washrooms hours are now back to pre-covid hours which are:</p> <p>Monday to Friday      11:30 am – 1:30 pm and 4:00 pm to 8:00 pm  Saturday and Sunday    12:00 noon – 8:00 pm</p> <p>These depend on temperature, and the facility is closed if it is colder than -25°C.  City Hall hours are listed as well so people have an alternative.</p>
Q	<i>Did the hours of operation at the Fieldhouse recently change? I believe the weekend hours used to be earlier (I used to rent it at 8 am, but I see it's now opening at 9:30 am). If the hours have changed, what was the reason?</i>
A	<p>Field users were offered the 8:00 am start time on the weekends but there were no rentals requested for this time slot. Field rentals commence at 9:00am. The hours listed on the website will be altered to reflect the 9:00 am start time from 9:30.</p>
Q	<i>Is the Fieldhouse parking lot scheduled to be paved in the coming years?</i>
A	<p>During the development of the Fieldhouse, Administration was directed to pursue a LEED certification for the facility. Several items were discussed on how to achieve this certification and leaving the parking lot unpaved was one of the strategies.</p> <p>LEED certification was eventually abandoned due to increasing costs, however paving the entire lot was never pursued. If paving is desired, this can be added to a future budget.</p>
Q	<i>Will the new rental software fix the issue that we were having with the Fieldhouse walking passes? The last system apparently wasn't compatible and the swipes wouldn't open the door. Just want to see if that will be fixed. And is that the reason that the fieldhouse track door is always open?</i>
A	<p>The required features for the replacement software will include compatibility with door kickers; the ultimate functionality of the software will be determined by programming needs, what is available, and what the City can afford.</p>

Questions and Answers – November 21<sup>st</sup>

Q *If we were to cut a capital carry forward project that is being funded by Formula Funding, would the 2023 closing balance of the Capital Fund be higher?*

*For example: If we cut a capital carry forward that is \$1M (just to keep the math simple for the example), would the 2023 Closing Balance be \$12,598?*

A If Council directs Administration to cut a previously-approved project that has carry forwards funded by Formula Funding, the impact on the Capital Fund would be determined by any ancillary components of that direction. If the project is to be abandoned, any funding remaining after the project is brought to a safe state could be returned to the Capital Fund for use on another project. If the project must continue (for example, if it is a requirement of the City's water license) the money could be returned to the Capital Fund but Fund would have to be drawn down to complete the project in 2024 so while the 2023 closing balance would be higher, the 2024 closing balance would be unaffected.

Questions and Answers – November 22<sup>nd</sup>

<p>Q</p>	<p><i>Overall, a greater use of notes would be beneficial and much appreciated for future year budget presentations. There are many areas where there are steep increases or decreases in proposed spending that I know Administration has rationale for but for which a note is not provided. Perhaps something to consider of Council and Administration is a 'rule' that if increases or decreases of ~5%, 10%, etc. require a note explaining the change. Where notes are provided they were very helpful and often avoided a question or at least makes the question more informed.</i></p>
<p>A</p>	<p>The Budget document is intended to be a high-level policy perspective of the City's financial plan, and as such does not go into extensive detail on all proposed expenditures. Administration looks forward to answering questions during Budget deliberations.</p>
<p>Q</p>	<p><i>Page 7 in the 'Reader's Guide'. For Financial Statements a possible option in the future; unless an accounting rule requires reporting of 'Surplus' recommendation, that the City report surplus as 'Net Worth'. Perhaps even if an accounting requirement, make the term 'Net Worth' the primary and explain in notes that Net Worth is equal to Surplus for the purpose of accounting terminology. Only thinking of this while reading considering comments made during orientation that this often causes confusion for people reading the City's financial statements.</i></p>
<p>A</p>	<p>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, the concepts of funds, reserves, tangible capital assets, accumulated surplus, and surplus are crucial to the City's financial plans and position and the use of the terms must be consistent with the accounting standards.</p> <p>The City's audited financial statements are prepared in accordance with the Canadian public sector accounting standards as established by the Public Sector Accounting Board, which use the concept of a financial surplus to reflect the situation where the City's overall net worth increases, and require this terminology in the statements. The City's statements note that the reported amount reflects the City's net worth.</p> <p>A budget surplus occurs when anticipated revenues exceed planned expenditures, however it would be very unusual for the City to develop a budget with a surplus.</p>
<p>Q</p>	<p><i>How would removal of the high-density parking property tax band affect other bands?</i></p>
<p>A</p>	<p>Assessment classes are assigned based on the primary use of the property. Although there is only one property that is currently assigned the High-Density Parking class, its use is unique and requires a unique Class.</p>

Questions and Answers – November 22<sup>nd</sup>

<p>Q</p>	<p><i>Why are we still promoting the use of public funds to incentivize more of something (parking) that research has shown is not needed, and which contradicts our goals for reducing greenhouse gases?</i></p> <p><i>a) I assume this one parking property would move to the ‘commercial and industrial rate’ if the tax band were removed? The lower rate for high-density parking hasn’t had an impact on the provision of high-density parking in the city so it might be time to consider abandoning this bracket as it has not had the attitudinal change expected.</i></p> <p><i>b) Also, there is an additional Development Incentive in place for downtown parking, so currently we are incentivizing parking in our downtown core through two routes.</i></p> <p><i>Finally, two summary points on this 1) the lower tax band and the development incentive hasn’t achieved increased parking so I question the efficacy of both policy tools and why we are maintaining them and 2) A recent parking study from 2021 shows there is adequate parking downtown, again leading to a question of incentivizing more of something we already have.</i></p>
<p>A</p>	<p>The intent of the High-Density Parking assessment class is to reflect the primary use of the property, as required by the <i>Property Assessment and Taxation Act</i>. The annual mill rates set by Council determine the mill rate assigned to this class, thereby reflecting any real or perceived incentive. Incentives for Integrated Parking Structures were added to the Development Incentive Program By-law in October 2013. This by-law will be brought to Council for review 2023, at which time consideration about incentives of parking can be discussed.</p>
<p>Q</p>	<p><i>Has there been work to research or draft a Mill Rate Ratio Policy? This was discussed in 2022 budgeting and something that I can only assume that the majority of this Council will eventually want to see tackled and put in place as several current Councillors advocated for this action before their elections in 2022.</i></p>
<p>A</p>	<p>Administration has not received Council direction to develop a Mill Rate Ratio Policy. Should direction to do so be provided the initiative would be incorporated into the 2023 work plan. Given the amount of research and public consultation that will be required to develop an effective policy, a reasonable target would be to have it in place to guide the 2024 mill rate decisions.</p>



Questions and Answers – November 22<sup>nd</sup>

Q	<p><i>Page 2 – Budget Message, 2<sup>nd</sup> paragraph</i></p> <p><i>Yellowknife’s population has not increased significantly, yet we have seen new building, expansion, and services. Before new geographic expansion is approved are cost estimates performed to determine if proposed expansions have positive impacts on overall tax take vs expected servicing expenditure? (ie. will tax take from future expansion outweigh future capital and operating costs for new water, sewer, roads etc. At least then if financial costs are more than benefits Council is aware when approving expansion and makes our decision based according to strategic needs.</i></p>
A	<p>The City’s development is guided by a framework that includes the Community Plan, the Zoning By-law, and Council direction, and has two main financial considerations: land costs and ongoing costs.</p> <p>Land costs are managed through the Land Fund. It supports all aspects of acquiring, developing, and disposing of municipal lands, including the costs to construct infrastructure such as water, sewer, and roads. Land prices are set to recover these costs, and the revenue from land sales and leases is returned to the Land Fund to support the next development.</p> <p>Ongoing service costs are supported through user fees – such as water, sewer, and garbage fees – and property taxes. Property taxes cannot be realistically estimated in advance of a development, given their dependency on property use and physical structures, and therefore are not a specific part of development decisions.</p>

Questions and Answers – November 22<sup>nd</sup>

Q	<p><i>Page 2 – Budget Message and Aquatic Centre future staffing</i></p> <p><i>It has been suggested that Council not spend too much time focused on forecasts of spending for 2024 and 2025 as forecasts are not wildly accurate. However, thinking ahead to the operation of the Aquatic Centre beginning in 2024, what is the expected new operational costs of the Aquatic Centre in terms of new PYs going forward, as well as other new operational costs, and how much fiscal space should we be planning for in 2023 in expectation for that coming operational increase in 2024. I don't want to create additional budgetary pressures which we should be planning for and considering today.</i></p>
A	<p>The budget document reflects the best information available at the time the document is development, and every effort is made to provide accurate estimates of both revenues and expenditures for all three years. Decisions should not focus solely on the next calendar year and the choices Council makes for 2023 will impact 2024, 2025, and beyond.</p> <p>With respect to the Aquatic Centre, the projected impacts are reflected in the Community Services section of the General Fund plans as the difference between the current Pool staffing, revenues, and expenditures and those anticipated once the Aquatic Centre opens in 2024.</p> <p>The staffing changes are detailed on page 52 of the Budget document, where the number of positions increases from 14.79 in 2023, to 25.83 in 2024. This reflects the following new positions:</p> <ul style="list-style-type: none"><li>• One Pool Maintenance Supervisor</li><li>• Five Pool Maintainers (from July onwards)</li><li>• Three Lifeguards/Instructors (from August onwards)</li><li>• One Cashier (from August onwards)</li><li>• The equivalent of 1.04 Casual Lifeguards</li></ul> <p>The complement increases to 26.99 in 2025 to reflect the equivalent of a 1.16 increase in the Casual Lifeguard I position.</p> <p>The anticipated revenues and expenditures are included in the Pool Division information on page 63 of the Budget document. The anticipated revenues increase from \$525k in 2023 to \$576k in 2024 to reflect the facility being open for the latter part of the year and \$718k in 2025, when the facility will be operational for the full year. Similarly, the anticipated expenditures go from \$2,029k in 2023 to \$3,266k in 2024 and \$4,858k in 2025.</p>

Questions and Answers – November 22<sup>nd</sup>

**Q** *Page 15 – Government Grants*  
*Grants from other levels of Government are making up a larger proportion of the budget over the past years. This is brilliant, and well done to the City for bringing in this additional revenue. However, Grants are not sustainable funding we can depend on long-term.*

*What are we doing to ensure that money we spend as a result of grants are not committing us to unknown new spending that will one day have to be covered by the General Fund? I.e. do we ensure we have fiscal capacity through property taxes to account for new operational spending liabilities we take on as a result of Government Grant allocations? Or at minimum what are we doing to reduce the liabilities?*

**A** Government grants are only utilized for initiatives that fit with the City’s mandate; the City does not pursue a project just because there is funding for it.

The Budget reflects projects that are recommended because they support the provision of City services and programs, and includes both the capital cost of acquiring the related asset(s) and the ongoing costs of operating, maintaining, and replacing the asset(s). Therefore, when Council approves a project, they are approving both the original capital and the ongoing operational costs.

Funding from other orders of government is typically for capital purposes. During the budget preparation process funding is identified for each capital project. Administration uses the most restrictive grants first. After the restrictive grants have been applied, the non-restrictive grants, such as Formula Funding, are allocated.

**Q** *Page 15 – General Government Spending Increase*  
*What is the primary driver of the \$2 million increase in expenditures from 2021 to 2023 for the General Government line?*

**A** This summary line item is an aggregation of Mayor and Council (page 25), City Administration (page 32), Fiscal Services (page 37), Corporate Services (page 41), and Economic Development and Strategy (page 50) expenditures:

	Budget 2021 (000’s)	Budget 2022 (000’s)	Budget 2023 (000’s)
Mayor and Council	\$1,416	\$1,405	\$1,492
City Administration	\$3,213	\$3,743	\$4,178
Fiscal Services	\$454	\$499	\$485
Corporate Services	\$7,130	\$7,492	\$7,674
Economic Development and Strategy	\$1,308	\$1,452	\$1,705
<i>Total</i>	<i>\$13,521</i>	<i>\$14,591</i>	<i>\$15,534</i>

The year-over-year changes vary between the units, as can be seen in the individual department pages noted above.

Questions and Answers – November 22<sup>nd</sup>

Q *Page 32 – Administration*  
*It seems that \$600k of this increase comes from General Services. What accounts for this increase?*

A The Budget 2023 General Services allocation is \$571k larger than the Budget 2021 allocation, and \$119k larger than the Budget 2022 allocation. This summary line item is an aggregation of the City Manager (page 33), Office of the City Clerk (page 34), and Human Resources (page 35) expenditures:

General Services	Budget 2021 (000's)	Budget 2022 (000's)	Budget 2023 (000's)
City Manager	\$63	\$291	\$268
Office of the City Clerk	\$133	\$300	\$145
Human Resources <sup>1</sup>	\$669	\$726	\$1,023
<i>Total</i>	<i>\$865</i>	<i>\$1,317</i>	<i>\$1,436</i>

The 2021 to 2022 increase in the City Manager General Services object was largely the result of one-time allocations of \$75k for the Talent Management Strategy and \$150k for Reconciliation work. Budget 2023, 2024, and 2025 allocations include \$200k for Reconciliation work.

There was a one-time increase in City Clerk General Services in 2022 due to the costs of running the election.

The 2021 to 2022 increase in the Human Resources General Services object is largely due to a \$48k increase in Labour Relations Costs and a general increase in training and professional development costs as the organization sought a gradual return to pre-Covid investments in these areas, consistent with the previous Council's objective of continuous improvement. The 2023 allocation includes further increases in training and a one-time allocation of \$230,000 for a review of the job evaluation and classification framework.

<sup>1</sup> A corrected version of page 35 will be issued soon to reflect these numbers.

Questions and Answers – November 22<sup>nd</sup>

<p>Q</p>	<p><i>Page 35 – Administration... Note 1</i>  <i>Is a new Human Resources officer required in 2023 and 2024 if other additionally recommended positions do not move forward? i.e. can current HR resources handle current HR responsibilities?</i></p>
<p>A</p>	<p>The current HR resources are insufficient for the existing responsibilities. [A detailed explanation is provided in the Justifications document on the Council Portal.]</p>
<p>Q</p>	<p><i>Page 35 – Administration... Note 2</i>  <i>What are the issues / needs assessment identified with the current job evaluation and classification system that are necessitating the review of the system in 2023 at a cost of \$230K?</i></p>
<p>A</p>	<p>The current classification system for union positions dates to 1990 and does not address considerations and qualifications associated with current roles and responsibilities. The system for excluded and management personnel is even older and does not capture characteristics that are relevant in the current environment.</p>
<p>Q</p>	<p><i>Pg 47 – Corporate Services</i>  <i>Supporting the Mayors question; for General Services: In 2021 and 2022, we’ve spent less than budgeted. Do we need to go up \$100k more? From \$296k (2022 forecast) to \$392 (budgeted in 2023).</i></p>
<p>A</p>	<p>Lower than budgeted expenditures in 2021 and 2022 are due in part to staff vacancies which delayed or deferred some initiatives and the related spending, especially in the areas of software acquisition and security camera renewal.</p> <p>The recommended 2023 budget allocation for General Services reflects an increase of just under 7%. Reductions in allocations for security camera renewals, telephone services, and internet costs were offset by an increase in the software acquisition budget based on known and anticipated client requirements.</p>
<p>Q</p>	<p><i>Page 54 – Community Services...NOT A QUESTION, BUT FOR CONSIDERATION OF COUNCIL AS WE SET THE 2023 BUDGET</i>  <i>I am aware that advice is not to look at 2024 and 2025 budget commitments or divisional or activity spending, but I want to highlight the significant spending increase coming down the pike starting in 2024 with the pool. We have significant new spending commitments coming at us from past decisions so I highly recommend not adding new commitments in 2023 unless for necessary asset management.</i></p>
<p>A</p>	<p>N/A</p>

Questions and Answers – November 22<sup>nd</sup>

<p>Q</p>	<p><i>Page 60 – Community Services</i>  <i>Supporting the Mayors question, but also making a statement. Are there plans for more natural vegetation and wild flowers to reduce ongoing annual costs for flowers and plants and grass maintenance outside of areas where like Somba K'e where grass is used for public events? This is both a cost consideration but also a consideration for natural biodiversity.</i></p>
<p>A</p>	<p>Currently staff have planted many more perennials in areas like raised beds and the Garden of Hope to reduce the cost of annuals. Many of these plants are flowering bushes and/or fruit like raspberry bushes etc. Annuals are utilized in limited areas for colour as the perennials bloom later. Staff have also planted edible flowers such as Nasturtium. The clover has reduced the number of times we need to cut boulevards and staff are investigating micro clover which may be even more effective for ground cover with limited maintenance.</p>
<p>Q</p>	<p><i>Page 60 – Community Services</i>  <i>We know there is challenge with garbage bin maintenance in the City. I would argue a lot of that comes as a result of the older garbage bins around town which are neither bear proof nor limiting for people jamming them full beyond capacity. Only an additional \$10K is being sought for litter collection in 2023. What is this additional \$10K for? Is any of it planned for replacing bins with bear proof bins, or increased collection, or is this only inflationary increases? If this is not for replacement in 2023 are there plans for replacement of bins in future years?</i></p>
<p>A</p>	<p>The additional funding is proposed for bear proof cans in areas that are wildlife corridor.</p>
<p>Q</p>	<p><i>Page 65 – Community Services</i>  <i>What is the expected maintenance cost increase for the Wildcat Café? There is an expected temporary jump of ~\$13K in 2023. Has the City considered longer term leases to increase interest of potential operators who can invest long-term in their businesses? I am sure the answer is yes, but background on this would be great. While the intrinsic value of the Wildcat is important for Yellowknife's heritage it does come at taxpayer cost of ~\$15K a year.</i></p>
<p>A</p>	<p>As a living heritage building, the Wildcat Café requires ongoing maintenance to ensure the asset remains functional as a café. The funding for 2023 includes repairs to the kitchen, Mission building and the cold storage.</p> <p>Based on past consultations with those interested in operating the Wildcat, the City enters into a two-year contract with an operator through a competitive bid process. The two years allows for interested operators to equally have an opportunity.</p>

Questions and Answers – November 22<sup>nd</sup>

Q	<p><i>Page 73 – Public Safety</i>  <i>General Services expenditures is increasing by \$20K. What would the increase be without increased expected user charges highlighted under Revenue? Put another way, would increases to user fees planned by Administration in future reduce the increase in General Service’s expenditures? If yes, does Administration have a list of potential recommended increases available?</i></p>
A	<p>The Budget 2023 allocation for General Services is \$7k higher than the Budget 2022 allocation, and \$20k higher than the August 2022 Forecast. 2022 expenditures were lower than budgeted in large part because the Bike Rodeo could not be held. The \$7k increase recommended for 2023 reflects the intention to revive the Bike Rodeo in 2023 and to include a modest allocation for contracted costs to ensure secure transport of parking meter receipts.</p> <p>At this time, Administration has no plans to increase Municipal Enforcement User Charges in the near future, however, if Council were to direct Administration to increase the user charges this would potentially offset more of the expenditures. Actual expenditures would not decrease, but net expenditures would.</p>
Q	<p><i>Page 73 – Public Safety</i>  <i>There is a doubling of the Public Inquiry and Communication line item with no explanation. What is this increase which is expected to continue into 2024 and 2025? Is this related to dispatcher position requests or something else?</i></p>
A	<p>The Public Inquiry and Communication line on page 73 reflects the percentage of total resources expected to be invested in this Activity. Starting with Budget 2023, this percentage was adjusted from 5% to 10% of the total MED resources, to better reflect the way MED time and money are utilized, particularly given the increased emphasis for MED on public education and community outreach.</p>

Questions and Answers – November 22<sup>nd</sup>

**Q** *Page 76 – Planning and Development*  
*The approved four-year term Development and Lands Officer explains the increase from 2022 to 2023, however looking to forecast of 2024 and 2025 what are the continued increases? What is Council potentially committing ourselves to with \$100K in forecast future spending?*

**A** This summary line item is an aggregation of the Planning and Development Directorate (page 77), Planning and Lands (page 79), and Building Services (page 80) expenditures:

	Budget 2021 (000's)	Budget 2022 (000's)	Budget 2023 (000's)	Budget 2024 (000's)	Budget 2025 (000's)
Directorate	\$673	\$584	\$626	\$650	\$668
Planning and Lands	\$716	\$827	\$1,038	\$1,123	\$1,152
Building Services	\$381	\$414	\$410	\$411	\$426
<i>Total</i>	<i>\$1,770</i>	<i>\$1,825</i>	<i>\$2,074</i>	<i>\$2,184</i>	<i>\$2,246</i>

The Directorate budget was higher than normal in 2021 due to contracted costs for By-law development work. It returned to a more normal level in 2022 and for the term of this budget reflects inflationary increases, mostly for wages and benefits.

The Planning and Lands allocation increased in 2022 reflecting a mid-year start for the term position, and again in 2023 when the full year cost of the position will be realized. The allocations also include a \$50k allocation for Capital Area Committee operations in each of 2023, 2024, and 2025, along with inflation adjustments (mostly for wages and benefits).

Building Services allocations reflect inflationary adjustments for wages and benefits, partially offset by reductions in consulting fees.

Additional information can be found on the individual division pages noted above.

**Q** *Page 76 – Planning and Development*  
*What are the 'Others (Development Incentives for Downtown)' starting at \$100K in 2023 and growing to \$150K in each of 2024, and 2025?*

**A** An update to the Development Incentives By-law is intended to provide incentives and programs the community needs and will utilize. As the By-law may not take effect until mid-2023, costs are estimated in year one of the new by-law to be \$100k (this also includes existing commitments under the current by-law that carry forward). It is anticipated that the incentive program will foster new development and will be utilized at the \$150K rate per year.



Questions and Answers – November 22<sup>nd</sup>

<p>Q</p> <p>A</p>	<p><i>Page 77 – Planning and Development</i>  <i>What is the \$100K increase in spending for Wages and Benefits between 2022 forecast and 2023 budget?</i></p> <p>2022 expenditures were below budget due to staff vacancies. The Budget 2023 allocation reflects a \$42k inflationary increase over the Budget 2022 allocation.</p>
<p>Q</p> <p>A</p>	<p><i>Page 84 – Public Works and Engineering</i>  <i>With climate change, and warmer winters which we have seen over the past decade and which has been evident this year, we need to think about our snow removal commitments and how that increased peak capacity impacts our operations, potential contracting, and budget. Keeping streets, sidewalks, and trails accessible is a requirement of a mature city and this is something we need to keep in our sites as we commit to spending.</i>  <i>Has the City done any work in the past or are you planning work in the future to understand potential future costs and operational or contracting requirements for a snow removal program that can respond to heavy acute snowfall like we saw at the end of October and start of November this year?</i></p> <p>Coming Soon .....</p>
<p>Q</p> <p>A</p>	<p><i>Page 91 / 92 ...Note 1 – Water and Sewer Fund</i>  <i>Note states that Revenues are based on no user fee increases for 2023 through 2025? This to me seems like a recommendation is planned or required for Council consideration. Is it Administration’s recommendation that we look at fees during 2023 budget or at minimum in advance of 2024 budget?</i></p> <p>The recommendation to maintain fees at their current level for the term of the budget is inherent in Budget 2023, as documented in Note 1. Unless Council directs otherwise, when they approve Budget 2023 they will approve the 0% increase in water and sewer fees.</p> <p>The Water and Sewer Fund is used to provide water and sewer services. Revenues from monthly water bills go into this Fund, and all costs associated with the provision of the services are drawn from it. Based on the current rates and anticipated expenditures, no fee increases will be required to maintain water and sewer services during the term of the budget.</p>
<p>Q</p> <p>A</p>	<p><i>Page 97 – Capital Fund</i>  <i>What is the spike in Revenues from ‘Other Grants’ for 2023?</i></p> <p>This roll up reflects the utilization of funding from other orders of government for 2023 Capital projects. Details can be found on page 104 of the Budget document.</p>

Questions and Answers – November 22<sup>nd</sup>

Q	<p><i>Page 97 – Capital Fund</i>  <i>What is the spike in Expenditures 2023? I assume the Aquatic Centre completion but please confirm.</i></p>
A	<p>This roll up reflects all Capital expenditures planned for 2023; it is larger than normal because the bulk of the Aquatic Centre construction costs are expected to occur in 2023. Additional details can be found on pages 101 through 103 of the Budget document.</p>
Q	<p><i>Page 141 – 2023 Capital Projects: Outdoor recreation:</i>  <i>Re: amphitheater cover.</i></p> <ol style="list-style-type: none"> <li><i>1) How much is this expected cost?</i></li> <li><i>2) Assuming that the amphitheater cover only covers the stage area, has any evaluation been done or comparisons for other cities completed to see if inclement weather still stops shows with covers as audiences are still exposed to the bad weather even if performers are not?</i></li> <li><i>3) What are the average maintenance and life-cycle costs of these types of covers? Accounting for potential vandalism, and weather degradation.</i></li> </ol> <p><i>Statement for Council consideration... during election 2022 many Council candidates heard that a barrier to accessing public space in the city are existing fees, so I am not sure it is wise to consider funding the amphitheater cover (either directly or indirectly) through an expectation that costs will be worth it in the long run as the city will see an increase in user fees. Increased fees will only put the park further from reach for many organizations.</i></p>
A	<p>Budget 2023 includes an estimated \$75,000 for the acquisition of the amphitheater. There has not been any evaluation/comparisons with other municipalities to determine if audiences still attend events in inclement weather. The expected life of the amphitheater cover is 12 to 15 years.</p>

Questions and Answers – November 22<sup>nd</sup>

Q	<p><i>Page 147 – Paving Program:</i>  <i>Support for Mayor’s question on the pros and cons of spreading paving work out vs doing all of the work in one year. Could we also shift all work back one year to 2024 knowing that overall capital spending will be less in 2024 with the completion of the Aquatic Centre. This shift could reduce the needed additional revenue to cover expenditures in 2023. Also, do these costs include changes to road layout that account for protected active transport like walking and cycling, or is work only contemplating repaving of existing roads accounting for existing layout? (Thinking in particular Franklin Ave section which is a pinch point for traffic, bikers, and pedestrians, or Kam Lake where conversation has been had about creating a corridor from Grace Lake to downtown, where planning and action on these sections now could set the stage for protected transportation infrastructure on other parts of Franklin as they are repaved in future.)</i></p>
A	<p>The 2023 paving program is larger than our typical annual program due to the high priority nature of the roads in the program. For example, 50 Street was not completed in 2022 due to supply chain issues with the pipe required to complete the water/sewer work prior to paving. Another street is Hordal Road which is current left with a gravel surface from last year’s water &amp; sewer program. This should be paved in 2023. Kam Lake Road and Deh Cho Boulevard are necessary to address the large areas of settlement as transit buses will piloted in the area as per Council direction in Motions 0143-21 and 0228-19. These necessary streets comprise the bulk of the 2023 recommended budget. Administration can consider deferring Wiley Road and Franklin Avenue (Bretzlaff Dr to Weaver Dr) to 2024.</p> <p>The additional considerations is to reduce workload on City staff. In this same time period the Engineering Division is tasked with advancing the DMAF/Submarine Water Line, Lift Station #1 Replacement, Lagoon Desludging, Leachate Retention and Treatment Facility, New Landfill Construction, along with other smaller initiatives in transit, traffic lights, and other external generated work.</p> <p>This approach also allows budget otherwise allocated to paving to be reallocated to the aforementioned projects in an attempt to lower budget impacts.</p>
Q	<p><i>Page 183 – Ten-Year Capital Plan</i>  <i>What is the plan for spending in 2023 and 2024 for outdoor recreation? Does this refer to paving of trails around Niven or something else?</i></p>
A	<p>The planned projects are described in the write-up on pages 141 and 142 of the Budget document.</p>
Q	<p><i>Can we get updated Fire Division Fees (Part 6 of the Fees and Charges bylaw) in April 2023? Or when will it be scheduled to be updated? We haven’t had an update on the ambulance fee for residents since 2009, and since then the cost has gone up substantially.</i></p>
A	<p>Coming Soon .....</p>

Questions and Answers – November 22<sup>nd</sup>

Q	<i>Do we have a break down on the # of calls that get covered by insurance? Or do residents pay and then send in the paperwork to their insurance provider?</i>
A	Coming Soon .....
Q	<i>If we had a 10% increase (like solid waste fees – which is 11%) or a 3% increase (like community services) to ambulance fees, what would be the revenue impact?</i>
A	Coming Soon .....
Q	<i>Is the money for the 2022 Accessibility Audit implementation awarded to any companies? I.e. is it accounted for?</i>
A	The balance of the 2022 Accessibility Audit implementation money is allocated to projects from the Implementation Plan that could not be completed in 2022 due to staffing and contractor challenges. It is important that it be carried forward to ensure that all aspects of the Council-approved plan can be completed.
Q	<i>Is the money for the 2022 Asset Management awarded to any companies? I.e. is it accounted for?</i>
A	<p>The balance of the 2022 Asset Management capital project money is allocated to projects from the Asset Management Roadmap that could not be completed in 2022 due to staffing challenges. The initiatives include condition assessments and service and risk registry work.</p> <p>Budget allocations to support the City’s progress along the five-year plan Asset Management Roadmap were first reflected in Budget 2020. COVID delayed the hiring process by almost a year, so there was minimal spending in 2020. Budget 2021 recommended that the unspent funds be carried forward to ensure the required five-year total remained available, however during Budget 2021 deliberations Council decided to return the unspent 2020 funds to the Capital fund. Consequently, the Roadmap funding has already been significantly reduced so the recommended carryover of \$288,296 takes on increased significance. If it is eliminated, this will further curtail the City’s ability to complete the approved Roadmap, and to benefit from the longer term benefits of asset management best practices.</p>
Q	<i>Baling Facility Mechanical – Do we need to carry-forward \$7,521 or can we mark the project as complete?</i>
A	There is still work required to close out the mechanical work on the building.
Q	<i>Budget Management – Do we need to carry-forward \$24,800 or can we mark the project as complete?</i>
A	The carry forward is required to pay for work that is in progress.

Questions and Answers – November 22<sup>nd</sup>

Q	<i>CEP Community Outreach, Interior Lighting and Strategic Plan – Is the money allocated to anything in particular?</i>
A	The money is allocated to several initiatives as noted. However, due to staff resources and higher priority projects (i.e. DE framework, LIC design and WTP boiler) these projects have not seen progress. Administration will endeavor to review all initiatives in 2023 along with a plan to renew the 2015-2025 CCEAP. This may see the need for these current funds to be re-profiled. It is recommended that they be carried forward.
Q	<i>Columbarium Park – Do we need to carry-forward \$70,650 or can we mark the project as complete?</i>
A	The Columbarium work is complete but these funds were used to offset overages in ice plant upgrades at the Multiplex and YK Arena; they were inadvertently included as carry-forwards.
Q	<i>Given the challenging labour market and the higher than normal vacancy rate (currently 11.9%), what is Administrations opinion on raising the assumed vacancy rate to 2.5% for 2023?</i>
A	The initial challenge with a broad-stroke approach such as this is the risk of inadvertently under-funding units where there are no vacancies. Looking ahead, if the total salary budget is reduced by this tactic in 2023 it sets a lower base for future years, necessitating an even steeper increase when vacancy rates improve.
Q	<i>Given the challenges staffing Asset Management positions and the lack of a Coordinator, what is Administration’s opinion on setting a start date for the Asset Management Administrative Assistant position as May 1 or July 1?</i>
A	A July 1 <sup>st</sup> start date would achieve a very minor decrease in 2023 salaries, but would also reduce hiring flexibility. Furthermore, it would result in a larger increase in the 2024 salaries allocation.
Q	<i>How much revenue would be lost if seniors free access to the walking track between 6:30 am and 11:45 am on Monday, Wednesday and Friday was expanded to Tuesday and Thursday as well? What about if this free access was expanded to all day on every weekday?</i>
A	Prior to answering this very specific question, it would be helpful to understand the policy issue that is giving rise to it. Seniors already benefit from free access three mornings a week, lower user fees and property tax relief, and may be eligible for the Access for All program.

Questions and Answers – November 22<sup>nd</sup>

Q	<p><i>What money, if any, is allocated for implementation of the GROW Food and Agriculture Strategy? Specifically, is there any money for actions (1.3.3), (2.3.4), (5.2.3), (2.1.3), (2.2.3), (3.1.1), (4.2.1), (5.1.2) and (2.2.2)?</i></p>
A	<p>Council did not allocate any specific budget to implement the GROW Strategy; see the Memorandum to GPC dated March 24, 2022 and the associated webcast <a href="https://events.yellowknife.ca/meetings/Detail/2021-03-22-1205-Governance-and-Priorities-Committee/b33a4102-863f-4497-b111-ae27014fbe02">https://events.yellowknife.ca/meetings/Detail/2021-03-22-1205-Governance-and-Priorities-Committee/b33a4102-863f-4497-b111-ae27014fbe02</a>.</p> <p>Departments have worked with partners to implement various initiatives such as:</p> <ol style="list-style-type: none"> <li>1. Offering programs such as ‘How to Grow Food in Small Spaces’ in summer 2022</li> <li>2. Developing an Agriculture mentor program to be offered in 2023;</li> <li>3. Sponsoring the YK Farmer’s Market; and</li> <li>4. Running a ‘Did you Know’ Campaign.</li> </ol>
Q	<p><i>In terms of all capital projects (those carried forward, those with carry forward plus new money and those new projects), which would be the first three to be placed on hold should more staff time than anticipated be needed in certain areas?</i></p>
A	<p>Given the extremely broad range of projects that span the entire organization and the multitude of internal and external factors that can impact these initiatives, there is no single answer to this question.</p> <p>Administration constantly triages priorities and adjusts schedules to react to and accommodate factors that impact projects and will continue to do so.</p>
Q	<p><i>(Pg147) What are the costs to pave each of the five proposed sections of road for the 2023 Paving Program?</i></p>
A	<p>Administration no longer recommends publicly assigning costs of individual streets to the capital paving program. This allows administrative flexibility to adjust awarding of work after the tender results are received.</p> <p>Referring to the previous inquiry on the paving program, administration can consider deferring Wiley Road and Franklin Avenue (Bretzlaff Dr to Weaver Dr) to 2024. This equates to approximately \$1.5M.</p> <p>The additional consideration is to balance the workload on City staff. In this same time period the Engineering Division is tasked with advancing the DMAF/Submarine Water Line, Lift Station #1 Replacement, Lagoon Desludging, Leachate Retention and Treatment Facility, New Landfill Construction, along with other smaller initiatives in transit, traffic lights, and other external generated work.</p>

Questions and Answers – November 22<sup>nd</sup>

Q	<i>(Pg 62) What is the breakdown of costs for the Library, items “General Services” and “Maintenance”?</i>
A	Library General Services include allocations for Interlibrary Loans, Programming, Telephone, facility Repairs and Maintenance, Public Access Internet, and Condo fees.  Library Maintenance includes janitorial costs and collection maintenance.
Q	Where is the balance of the Submarine Water Intake Line Replacement cost coming from?
A	Budget 2022 anticipated that the City would have to borrow \$4M to fund the balance of the project costs. When the 10-Year Capital Plan was updated in preparation for Budget 2023, Administration was able to identify existing funding to cover these costs without borrowing.

Questions and Answers – November 24<sup>th</sup>

Q *I understand the Fees and Charges come forward to Council for consideration in April/May, what is preventing us from receiving the proposed changes to the Fees and Charges after the draft budget is provided early September to inform the upcoming year's budget?*

A The recommended Fees and Charges changes are included in the budget document. As noted during the Budget introduction and referenced in the appropriate sections of the Budget document, Budget 2023 recommends the following changes:

	2023	2024	2025
Solid Waste Management	11%	11%	2%
Water and Sewer	0%	0%	0%
Facilities and Programs	3%	3%	3%

The Solid Waste Management and Water and Sewer changes are recommended to begin January 1, 2023. If Council approves them as part of the Budget approval process, the corresponding Fees and Charges By-law amendments will be brought forward with the final Budget approval on December 12 so that they can be implemented on January 1, 2023.

The Facilities and Programs changes are recommended to begin September 1, 2023. The advance notice gives the various user groups the opportunity to factor the adjustments into their plans, and the Fees and Charges By-law amendment will be brought forward in the spring. As well, if any other adjustments to fees and charges are required, they will be brought forward at that time.

Q *Do we have data on the # of ambulance calls (I recall ~7700 but can't recall where I saw this # and if it's total fire and ambulance) and the percentage of those calls where user do not have insurance coverage?*

A Coming Soon .....

Q *Does the City have the authority to apply some mechanism to provide relief to those users who do not have insurance coverage?*

A Coming Soon .....

Q *Understanding our current ambulance fees have not been updated in some time (\$225 per trip?) and are well below my understanding of the average, what would the new fee need to be in order to generate enough additional revenue to offset a 1% decrease in the proposed tax rate?*

A Ambulance fees would have to be increased to raise an additional \$343,700 in revenues to decrease the proposed property tax increase by 1%.



Questions and Answers – November 24<sup>th</sup>

Q	<i>What are the ‘Additional Grants’ on p. 27, 28, and 29 of the Budget?</i>
A	These amounts reflect the recommended allocations for each type of grant (Multi-Year Funding on page 27, Sponsorship on page 28, and Community Services on page 29). The specific recipients of the approved allocations will be recommended by the Grant Review Committee and approved by Council in the new year.
Q	<i>What is the rationale for the increase in ‘Administration and Enforcement’ for the ‘Land Admin’ and ‘Zoning’ By-laws on p. 79 of the budget?</i>
A	The allocations for these Activities reflect the proportion of total Planning and Lands resources that will be invested in them. The increase indicates that these activities are consuming more of the Division’s resources than in previous years. The Land Administration By-law is an active project, to be updated in 2023.
Q	<i>The ‘General Services’ on p. 80 of the Budget indicates \$8K but note #2 indicates \$18K, is there a typo in one location or am I missing something? Will this evaluation of the energy efficiency requirements be going out for tender or RFP, and if so when?</i>
A	The Budget 2023 amount for this Object is \$8k. Note 2 references Budget 2022, which included \$18k (of the total \$25k for that year). The energy efficiency evaluation was completed as part of the 2022 Building By-law process approved by Council.
Q	<i>Recognizing and agreeing that many of the ‘Carryforward Projects’ under the Capital Fund will need to be completed at some point in the future, but also recognizing that the estimate for the Submarine Line is a best guess at this point and could potentially be off by as much 50% (one way or the other), does Administration believe that diverting \$1M of those carry over funds (\$2, 852,558 for the Submarine Line) now to reduce the proposed tax increase by ~3% would put that project in jeopardy? If so, why?</i>
A	Diverting any carryover funds dedicated to approved projects will ultimately increase the costs for these projects and thus the costs to taxpayers, resulting in even larger property taxation increases.  These projects must be completed, and if funds are reallocated to lower taxes in 2023 it will only push the requirements into the future when larger tax increases will be required to generate the required revenues.

Questions and Answers – November 24<sup>th</sup>

Q	<p><i>As increasing accessibility for residents during all times of the year MUST be a priority for the City, understanding that the City contracts out snow removal for that work above and beyond what the City can complete, would additional funds in the Budget allow snow removal to be more timely, particularly in in heavy accumulation scenarios?</i></p>
A	<p>It is not Administration’s recommendation to budget for this type of accumulation without observing at least a three-year trend. Budgeting for an atypical snow event is reactive and not based in evidence.</p> <p>For example, if Administration had brought forward a 100-500% increase in snow removal in case of extraordinary snow accumulation, there likely would have been minimal support given likelihood of risk.</p> <p>Administration is actively engaging third party support and tracking costs accordingly. Any overspending with either be covered by Public Works variance or overall corporate variance.</p>
Q	<p><i>Does the City have Emergency Response Plans in place for Fire, Ransomware attacks, and severe and long-term power outages?</i></p>
A	<p>Yes, plans are in place and are evaluated and updated as circumstances dictate and resources allow.</p>
Q	<p><i>Can we please get more details on the engagement that was done and the data and rationale that supports the proposed construction of an amphitheatre at Somba K’e park?</i></p>
A	<p>This project is for the purchase of an amphitheater cover. There was no public engagement process undertaken to determine if an amphitheater cover was desired. Based on feedback from various event organizers over the past years the project was brought forward for Council’s consideration.</p>
Q	<p><i>Curious why Council chose to not divert the typical 25% of parking meter revenue to the Downtown Development Reserve in 2022? (as per note #2 on p. 176 of the Budget)</i></p>
A	<p>This was discussed at the Special Governance and Priorities Committee meeting on December 7, 2022. The context of the discussion can be viewed on the webcast of this meeting at <a href="https://yellowknifent.new.swagit.com/videos/150750">https://yellowknifent.new.swagit.com/videos/150750</a>.</p>

Stakeholder Comments – November 25<sup>th</sup>

**Comment** *We have concern regarding the communication surrounding the budget that relates to comments about a stagnant assessment base. This is a troubling statement made without accompanying detail – we would hope to see this claim accompanied by data.”*

**Response** The tax base is the total assessment of all taxable properties; the value for 2023 taxation is 0.34% higher than that for 2022 taxation.

Year	Total Taxable Assessment	Change in Assessment
2014	\$2,975,442,740	43.76% *
2015	\$3,023,397,320	1.61%
2016	\$3,079,641,720	1.86%
2017	\$3,151,950,770	2.35%
2018	\$3,195,009,190	1.37%
2019	\$3,849,005,430	20.33% *
2020	\$3,877,478,200	0.74%
2021	\$3,887,215,580	0.37%
2022	\$3,907,860,000	0.51%
2023	\$3,941,097,000	0.34%

\* 2014 and 2019 reflect General Assessments

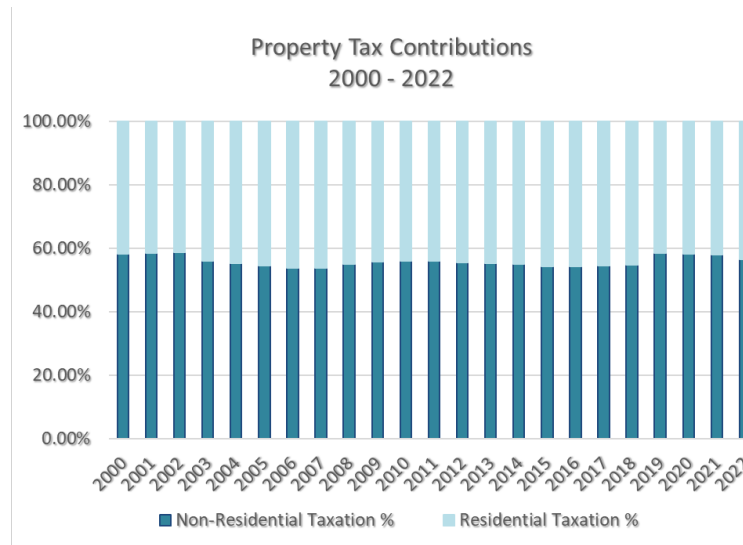
Stakeholder Comments – November 25<sup>th</sup>

Comment

*“We reiterate our recommendation from 2021 and 2022 that Council should amend the Budget Policy to fix mill rate ratios at their current level.”*

Response

Council has historically directed Administration to set mill rates that maintain consistency in the proportion of taxes contributed by residential and non-residential property owners.





Consequently, prior to 2022 the Commercial to Residential mill rate ratio had changed only in response to mill rate adjustments introduced to account for underlying changes in assessment resulting from a General Assessment.

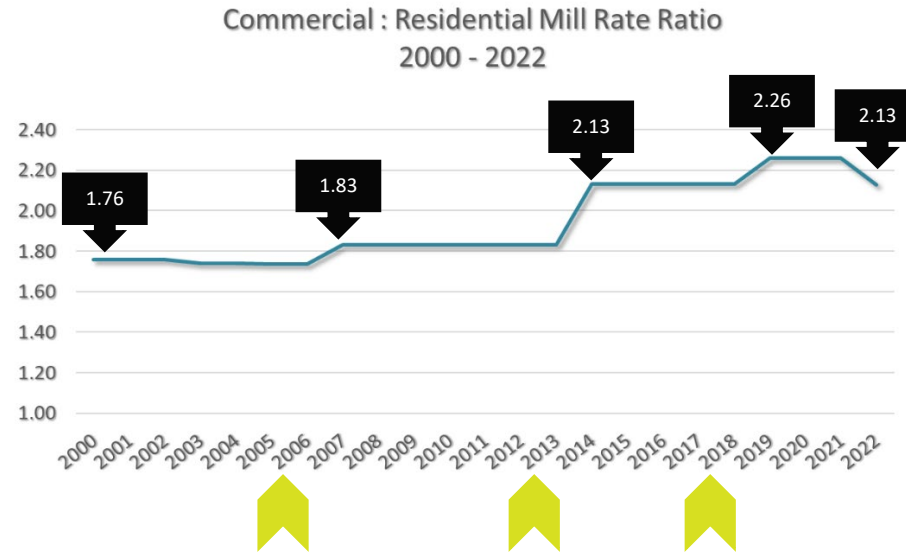
Following the 2018 General Assessment, in 2019 the ratio moved from 2.13 to 2.26, and remained there for 2020 and 2021 because there were no major shifts in the underlying assessment base (i.e. no General Assessment).

However, in 2022 Council directed Administration to set mill rates to achieve a ratio of 2.13. This shifted a considerable portion of the property tax responsibility to residential property owners so instead of the 5.53% tax increase predicted when Council adopted Budget 2022 they faced a 9.04% tax increase while commercial property owners saw a 2.72% increase.

Stakeholder Comments – November 25<sup>th</sup>

 = General Assessment

 = Mill Rate Ratio



Stakeholder Comments – November 25<sup>th</sup>

**Comment**      *“For many years Council has followed a practice of setting mill rates in the spring to allow it to account for the results of any property assessment appeals. But this is only necessary if Council wants to be able to adjust mill rates independently of each other.”*

**Response**      The City’s assessment and taxation processes are driven by the Property Assessment and Taxation Act. This piece of legislation is very prescriptive and sets out many specific steps that must be taken within well-defined timelines, and precludes setting mill rates prior to the spring of each year:

- The process begins with assessments: by October 31st of each year, the City has to document the assessed values for every property. This document is known as the Certified Assessment Roll and it has to be submitted to MACA. MACA has 21 days to review it and identify any corrections.
- The City then has 21 days to make those corrections, generate the Certified Assessment Roll, First Revision and submit it back to MACA. The total taxable assessment reflected in this version is used when the draft budget is developed and when possible tax rate implications are estimated during budget deliberations.
- Once the Certified Assessment Roll, First Revision is submitted, the City has 21 days to prepare and issue Assessment Notices; they are usually mailed out to property owners in early January; this year they were sent out on January 5<sup>th</sup>, 2022.
- Property owners then have 45 days to report a complaint about an assessment to the Secretary of the Board of Revision, who must make arrangements for a hearing, and provide notifications to stakeholders 21 days before the hearing. The Board of Revision generally sits for two days in early April.
- Any assessment changes made by the Board of Revision must be incorporated into the Assessment Roll, and a revised roll – called the Certified Assessment Roll, Second Revision – must be generated and printed.
- Unless the Assessment Tribunal sits, this roll then becomes the Assessment Roll, Final Revision. It is used to determine the mill rates for the year and the Property Assessment and Taxation Act stipulates that it **must** be used to calculate the final tax levy.



Stakeholder Comments – November 25<sup>th</sup>

Comment	<i>“The General Fund Balance should be brought down to the maximum limit of the budget policy range (15% of approved expenditures) this year.”</i>
Response	Budget 2023 recommends that \$1,500,000 be drawn down from the General Fund in 2023 and a further \$1,000,000 in 2024. This will bring the General Fund balance into compliance with the Budget Policy in 2024.
Comment	<i>“Proposed expenditure growth from 2021 to 2025: Public Safety and Planning and Development are almost 27% larger in 2025 than 2021.”</i>
Response	<p>The Public Safety increase is largely attributable to staffing increases required to meet the Level of Service standards adopted by Council and to be compliant with best practises.</p> <p>The Planning and Development increase reflects a term position created to handle increased workloads arising from the anticipated transfer of Commissioners land, and also a \$50,000 allocation for Capital Committee Operations in each of 2023, 2024, and 2025.</p>
Comment	<i>“Why will it cost more than three times as much to run the new aquatic centre as the old Ruth Inch Pool? The pool budget is proposed to increase by 156% in 2025 over 2021.”</i>
Response	<p>The RIMP includes a 5-lane 25m leisure pool and therapy pool each with a separate filter tank and associated pumps. Also included is a steam room and limited multiuse area and office/staff space for RIMP pool and maintenance staff.</p> <p>The Aquatic Centre will include a 3-lane 25m leisure pool, therapy pool, and 8-lane lap pool and a waterslide. each with separate filter tanks and associated pumps. Also included is a splash pad, steam room, two multipurpose rooms, canteen, lease space, bleacher seating, a customer service counter, Aquatic Centre staff offices, Community Services staff offices.</p> <p>The operational and maintenance costs for the Aquatic Centre will increase substantially compared to the RIMP due to the number of components and the capacity within each. There will also be an increase in the revenue generated by the facility due to the increase in pool capacities and ability to increase the number of programs and rentals that are available.</p> <p>The nature of a Design Build construction methodology allows for the components to be fined tuned as the design progresses. Once 100% design is completed the full costs of the O&amp;M will be flushed out.</p>
Comment	<i>“Downtown Development Reserve: Council should either lower parking fees or resume parking revenue allocations to the Downtown Development Reserve and expedite revitalization initiatives. Of these two options, we prefer the latter.”</i>
Response	N/A

Stakeholder Comments – November 25<sup>th</sup>

<p>Comment</p>	<p><i>“The Mobile Equipment Replacement Reserve and the Information Technology Reserve exist so that departments can make their IT and fleet capital purchases starting in January, rather than having to wait for tax revenues to trickle in before making purchases. That makes good sense. But care must be taken to ensure the balance doesn’t build up beyond the current year’s requirements. The fund balances should never exceed the year’s approved expenditures.”</i></p>
<p>Response</p>	<p>These reserves exist to ensure that the related assets can be maintained and replaced in a planned and predictable manner and level out taxpayer impact. The balances are compliant with the Council-approved Budget Policy statement on Stabilization Funds that requires Council to establish and maintain fund balances in the Reserve Fund that are “sufficient to fund expenditures according to the Long-Term Financial Plan and the Asset Management Plan.”</p> <p>The transfers into the Mobile Equipment Reserve are based on the 50-year replacement forecast (page 123 of the Budget 2023 document) developed through asset management practices and taking into consideration annual inflation.</p> <p>The Information Technology Reserve is currently refreshed based on the average of the last five years of expenditures. For Budget 2023, this was the average of the 2018 to 2022 expenditures - which was \$646,000 – but given that asset management practices are still being formalized for this class of assets, annual transfers of \$500,000 were recommended.</p>
<p>Comment</p>	<p><i>“In 2022 Council transferred \$2.275 million from the Revitalization Initiative Reserve to offset the cost of discounting the 50/50 lot and the old Corner Mart lots. But with a 180-unit apartment building proposed for the 50/50 lot, and with the City’s investments in the new Visitor Centre, the city may be able to sell the old Corner Mart lots for more than \$1. When that happens, the balance should be returned to the Revitalization Reserve and deployed for the purpose which with the fund was created, rather than simply staying in the Land Fund.”</i></p>
<p>Response</p>	<p>This transfer is conditional on the sale of the properties, and will not occur in 2022.</p>



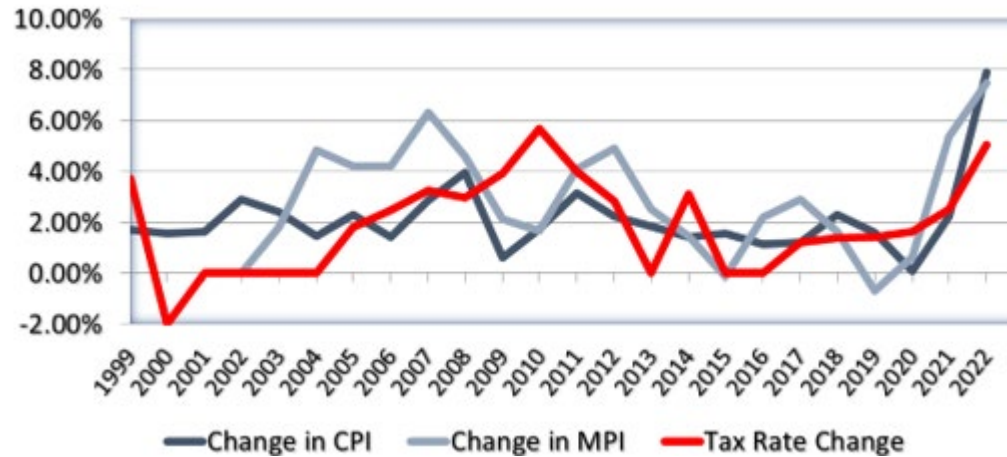
Stakeholder Comments – November 25<sup>th</sup>

Comment

*“Inflation is not an excuse for big, permanent operational budget increases.”*

Response

Inflation is typically cumulative: during times of inflation, prices increase but when inflation slows prices rarely go down – they just don’t go up as quickly.



Since 1999, the cumulative change in the cost of a consumer basket of goods (CPI) has been just over 46%. The cost of the municipal basket of goods (MPI) – which is more reflective of the City’s expenditure requirements – has gone up over 62%. During this same period of time, the City’s property taxes have gone up 43.28% - less than either inflationary index.

If we consider the 2022 mill rate decision to shift some property tax responsibility from owners of commercial properties onto owners of residential properties, the twenty-year cumulative change saw commercial taxes increasing 40.96% while residential taxes increased 47.28%.

<i>Cumulative Change 1999 - 2022</i>	
Consumer Price Index (CPI)	46.38%
Municipal Price Index (MPI)	62.11%
Municipal Taxes	43.28%
Municipal Taxes – Commercial Properties	40.96%
Municipal Taxes – Residential Properties	47.28%

Questions and Answers – November 27<sup>th</sup>

Q *Why are the Information Technology Reserve and Mobile Equipment Replacement Reserve held at balances higher than what is budgeted for the coming year? It is understood that some buffer is desirable, however, the IT Reserve has 77% over what is budgeted (\$1 746 vs \$400 budgeted) and the MER Reserve has 16% extra (\$3 824 in reserve vs \$3 213 budgeted).*

A These reserves exist to ensure that the related assets can be maintained and replaced in a planned and predictable manner and level out taxpayer impact. The balances are compliant with the Council-approved Budget Policy statement on Stabilization Funds that requires Council to establish and maintain fund balances in the Reserve Fund that are “sufficient to fund expenditures according to the Long-Term Financial Plan and the Asset Management Plan.”

The transfers into the Mobile Equipment Reserve are based on the 50-year replacement forecast (page 123 of the Budget 2023 document) developed through asset management practices and taking into consideration annual inflation.

The Information Technology Reserve is currently refreshed based on the average of the last five years of expenditures. For Budget 2023, this was the average of the 2018 to 2022 expenditures - which was \$646,000 – but given that asset management practices are still being formalized for this class of assets, annual transfers of \$500,000 were recommended.